

**ESSENCE AND CONSEQUENCE  
OF  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

**THE ROLE OF SELF-MANAGEMENT, EMOTIONAL INTELLIGENCE, AND IMPRESSION MANAGEMENT**

*by*

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**DEPARTMENT OF HUMANITIES AND SOCIAL SCIENCES  
INDIAN INSTITUTE OF TECHNOLOGY KANPUR**

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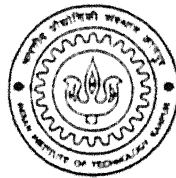
**THE ROLE OF SELF-MANAGEMENT, EMOTIONAL INTELLIGENCE, AND IMPRESSION MANAGEMENT**

*A Thesis Submitted  
in Partial Fulfillment of the Requirements  
for the Degree of*

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*by*

**AJAY KUMAR**



*to the*  
**DEPARTMENT OF HUMANITIES AND SOCIAL SCIENCES  
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पुरुषोत्तम . . . . . कनकर पुस्तकालय  
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*Dedicated to:*

*To my father Late Shri M. R. Jain &  
Mother*



### Statement of thesis preparation

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## ABSTRACT

Name of Student: **Ajay Kumar** Roll No **9720071**  
Degree for which submitted: **Ph. D** Department: **Humanities and Social Sciences**  
Thesis Title: **ESSENCE AND CONSEQUENCE OF ORGANIZATIONAL  
CITIZENSHIP BEHAVIOR: THE ROLE OF SELF-MANAGEMENT, EMOTIONAL  
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Name of thesis supervisor: **Arvind K. Sinha**  
Month and year of thesis submission: **August 2002**

The research is concerned with understanding the dynamics of the construct of Organizational Citizenship Behavior (OCB) within the framework of organizational behavior. Another objective was to discriminate the OCB from other seemingly similar kind of behaviors for instance, impression management and Ingratiation etc. The thrust variables included were OCB, *In-Role Behavior* (IRB), *Emotional Intelligence*, *Self-Management*, and *Impression Management*. The auxiliary variables included in the research were: The *Individual Level Variables*, including Background Variables, Work Locus of Control, Social Power, and Ingratiation. The *Organizational Level Variables*, including Organizational Structure, Organizational Size, Organizational Units, International Collaborative Venture Status, Organizational Support, and Psychological Contract. The *Individual Level Outcome Variables*, including Job Satisfaction, Career Orientation, Personal Effectiveness, Organizational Commitment, Work Recognition, Reputational Effectiveness, General Health, Perceived Job Mobility, Turnover Intention, and Vertical Trust. The *Organizational Level Outcome Variables*, including Organizational Effectiveness, and Organizational Productivity. Twenty-one research questions were identified. The sample consisted of 250 male middle-level executives of six two-wheeler manufacturing units from north India. Major findings were that OCB as well as Job Performance (IRB & OCB) were the significant predictors of the organizationally relevant outcome variables. OCB and Impression Management were not the similar concepts. Self-Management was a better significant positive predictor of Job Performance than Impression Management. Emotional Intelligence was a significant negative as well as positive moderator of the relationship between Self-Management and Job Performance. The qualitative analysis showed that an ideal organizational role incumbent has OCB related traits to a large extent. The theoretical and applied implications, limitations of the study, and suggestions for future research are advanced.

## SYNOPSIS

Name of Student: **Ajay Kumar**

Roll No: **9720071**

Degree for which submitted: **Ph. D.** Department: **Humanities and Social Sciences**

Thesis Title **THE ESSENCE AND CONSEQUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE ROLE OF SELF-MANAGEMENT, EMOTIONAL INTELLIGENCE, AND IMPRESSION MANAGEMENT**

Name of thesis supervisor: **Arvind K. Sinha**

Month and year of thesis submission: **August 2002**

The research is concerned with understanding the dynamics (antecedents and consequences) of the construct of Organizational Citizenship Behavior (OCB) within the broad framework of dynamics of organizational behavior. OCB was conceptualized as part of overall job performance. Another component of job performance is In-role Behavior (IRB). The other major objective was to discriminate the OCB from other seemingly similar kind of behaviors for instance, impression management and Ingratiation etc.

The variables included in the study could be classified into two basic categories: The thrust variables (that were five in number) and the auxiliary variables, which were about twenty-two in number. The central variable of concern was *Organizational Citizenship Behavior*, defined as behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes effective functioning of the organization. Such behavior is not an enforceable requirement of the role or job description, and the behavior is rather a matter of personal choice, for which primary antecedents are likely to be attitudinal and dispositional factors. OCB is something that has been conceived to be as

desirable but at the same time as something beyond the in-role behavior that is explicitly expected and rewarded at the job. *In-Role Behavior* consists of job specific behaviors including core job responsibilities, for which primary antecedents are likely to be knowledge, skill, ability and experience. Other thrust variables were *Emotional Intelligence* (the ability to deal with the relevant environment through affective processes), *Self-Management* (display of behavior whose previous probability has been less than that of alternatively available behaviors in the relative absence of immediate external constraints), *Impression Management* (any behavior by a person that has the purpose of controlling or manipulating the attributions and impressions formed of that person by others).

The auxiliary variables included in the research were the following ones: *The Individual Level Variables*, which included Background Variables, Work Locus of Control, Social Power, and Ingratiation. *The Organizational Level Variables*, which included Organizational Structure, Organizational Size, Organizational Units, International Collaborative Venture Status, Organizational Support, and Psychological Contract. *The Individual Level Outcome Variables*, which included Job Satisfaction, Career Orientation, Personal Effectiveness, Organizational Commitment, Work Recognition, Reputational Effectiveness, General Health, Perceived Job Mobility, Turnover Intention, and Organizational Trust. *The Organizational Level Outcome Variables*, which included Organizational Effectiveness, and Organizational Productivity. No specific hypotheses were framed; however twenty-one research questions were identified to guide the course of the research.

The sample consisted of 250 male executives drawn from the middle hierarchical level of six two-wheeler manufacturing units belonging to four (two with MNC collaborations and two un-collaborated) organizations located in five different cities of north India.

Most of the measures used in this study either were borrowed from the original source, or modified version of original measures. Modifications included changes in the sentence constructions, wordings, scaling, response categories and selective use of items and ideas.

Statistical analyses of the data were mainly based on Multivariate Analysis (factor analysis, multiple regression analysis etc) and were done mostly using the SPSS-X statistical analysis package program. Some of the salient findings were as follows:

Organizational Citizenship Behavior as well as Job Performance (IRB and OCB) was found to be the significant predictors of the organizationally relevant outcome variables. Organizational Citizenship Behavior and Impression Management were not found to be the similar concepts. However, both were found to be related to some extent. Self-Management was found to be a better significant positive predictor of Job Performance, than Impression Management. Emotional Intelligence was found to be a significant negative moderator of the relationship between Self-Management and Job Performance. At most places, Emotional Intelligence and Self-Management both were found to be the positive predictors of Job Performance except in case of *Altruism* and *Sportsman Spirit* dimensions of OCB. In the case of Altruism and Sportsman Spirit dimension of OCB, Emotional Intelligence acts as a positive moderator, and to some extent in case of Organizational Pride, Social and Functional



Participation and Individual Initiative also. The results of OCBs with Social Power were interesting. On one hand, *Referent Power*, *Legitimate Power*, *Expert Power* and *Intra-Work Reward Power* were found to be the significant positive predictors of organizationally relevant outcome variables, whereas *Information*, *Coercive* and *Extra-Work Reward Power* were found to be less significant predictors and even negative predictors at some places. On the other hand, Job Performance was found to be the significant positive predictor of *Referent Power*, *Expert Power*, and *Intra-Work Reward Power*. OCB predicted *Coercive* and *Legitimate Power* negatively, and had shown no relationship with *Extra-Work Reward Power* and *Information Power*. *Centralization*, *Participation* and *Job Specificity* were found to be the positive predictors, whereas *Centralization*, *Innovation*, *Job Autonomy* were found to be the negative predictors of OCB. Organizational Support was found to be a positive predictor of OCB with an exception i.e., *Appreciation of Effort* dimension of organizational support was found to be a negative predictor of *Emotional Support* and *Altruism* dimension of OCB. Violation of Psychological Contract by organization was found to be a negative predictor of OCB except with *Altruism* dimension of OCB. Collaborated Small organizations were found to be highly effective in comparison to Collaborated Large, Uncollaborated Small and Uncollaborated Large Organizations. Uncollaborated Small organization was effective in terms of positive mental health in comparison to Uncollaborated Large organization. Uncollaborated Organizations were found to be high in terms of OCBs, whereas Collaborated Organizations were found to be high in terms of self-management with a few exceptions (e.g., *Planning Practice*, dimension of self-management was found in

Uncollaborated Organizations, whereas Generalized Compliance, dimension of OCB was found in Collaborated Organizations). The results of qualitative analysis helped to identify 26 attributes, which were further compacted into four *a priori* categories. It was apparent that the ideal organizational role incumbents were expected to display the OCB with a rather high frequency of responses constituting about forty-seven per cent of the responses followed by the Managerial Skills, IRB, and Emotional Intelligence Skills, in that order. The theoretical and applied implications, limitations of the study, and suggestions for future research are advanced.

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## List of Abbreviations and Symbols

ACPr: Access and Catch-up Practice  
AE: Appreciation of Effort  
AI: Action Initiative  
ALT: Altruism  
ANOVA: Analysis of Variance  
APSC: Assertiveness and Positive Self-concept  
b: Regression Coefficient with Scores in the Raw Score Form  
 $\beta$ : Standardized Regression Coefficient  
BFE: Botheration Free Existence  
CAO: Caring Attitude or Organization  
CC: Continuance Commitment  
CC: Canonical Correlation  
CL: Collaborative Large Organization  
CLN: Centralization  
CO: Career Orientation  
COR: Concern for Organizational Resources  
CP: Coercive Power  
CPR: Controlled Problem Solving  
CPU: Career Progression and Urbanity  
CS: Collaborative Small Organization  
CT: Conservation of Time  
CV: Civic Virtue  
do: Degrees of Freedom  
EFT: Effort  
EI: Emotional Intelligence  
EMPr: Emotion Management Practice  
EP: Expert Power  
ES: Emotional Support  
EWRP: Extra-Work Reward Power  
F: *F*-Coefficient resulting from the computation of analysis of variance  
FLN: Formalization  
FR: Favor Rendering  
GC: Generalized Compliance  
GCB: Chronological Senior by Good Career Break  
HROE: Human Resources Acquisition Related Organizational Effectiveness  
IC: Impulse Control  
INI: Individual Initiative  
INN: Innovation  
IP: Information Power  
IRB: In-Role Behavior  
IWRP: Intra-Work Reward Power  
JAUT: Job Autonomy  
JE: Job Effectiveness



JEFF: Job Efficacy  
 JOIM: Job Outcome Credit Focused Impression Management  
 JS: Job Satisfaction  
 JSIM: Job specific Impression Management  
 JSIN: Job Sincerity  
 JSPC: Job Specificity  
 LK: Luck  
 LHS: Left Hand Set  
 LP: Legitimate Power  
 N: Number of Respondents or Size of the Sample  
 NC: Normative Commitment  
 O: Organization  
 OA: Organizational Attraction  
 OCB: Organizational Citizenship Behavior  
 OC: Opinion Conformity  
 OEOC: Other Enhancement and Opinion Conformity  
 OESP: Other Enhancement and Self- Presentation  
 OP: Organizational Pride  
 OP<sub>x</sub>: Organizational Productivity  
 OSUP: Organizational Supportiveness  
 OT: Organizational Trust  
 OU: Organizational Units  
 PAL: Positive Attitude about Life  
 PGOE: Profit and Growth Related Organizational Effectiveness  
 PJM: Perceived Job Mobility  
 POE: Perceived Organizational effectiveness  
 PP: Planning Practices  
 PTN: Participation  
 RA: Reality Awareness  
 RAOE: Resources Acquisition Related Organizational Effectiveness  
 R: Multiple Correlation Coefficient  
 Rc: Canonical Correlation Coefficient  
 Rdx: Redundancy Index Coefficient  
 RE: Reputational Effectiveness  
 RHS: Right Hand Set  
 ROB: Rule Observation  
 RP: Referent Power  
 SAC: Sense of Accomplishment and Contribution  
 SB: Sense of Belonging / Attachment  
 SDF: Standardized Discriminant Coefficient  
 SE b: Standard of beta  
 SEFIM: Self- Focused Impression Management  
 SEPC: Self-Efficacy Perception  
 SFP: Social and Functional Participation  
 SKP: Self-Knowledge of Performance  
 SO: Significant Others

SPFPc: Supervisory Performance Feedback Perception  
SPO: Sportsmanship Spirit  
SPPc: Self-Performance Perception  
SS: Sum of Squares  
STY: Seniority  
SUFIM: Supervisory Focused Impression Management  
TI: Turnover Intention  
UCL: Uncollaborative Large Organization  
UCS: Uncollaborative Small Organization  
WM: Work Mindedness  
WR: Work Recognition

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## ***Chapter 1***

### **Introduction**

As the title suggests, this work is about the concept of Organizational Citizenship Behavior (OCB) and some of its antecedents and consequences in the organizational behavior dynamics. In today's globalized economy and mutually interactive market forces that are likely to govern the business organizations of the foreseeable future, the general done and the tenor of the organizational dynamics might be marked by the private-sector strategies of operation, private-sector thinking on profitability, and most importantly private-sector methods of performance analysis, control, and assessment. This fact of life is reportedly making the modern employees function more on "give – and – take" sort of reciprocal attitude toward organizational existence. Consequently the prime individual motivator of most modern paid employees for becoming part of an organization usually seems to derive from vocational, practical, or other self-interests, and not necessarily from altruistic, voluntary, or collective interests. At the same time, the behavioral scientists and serious practitioners of the management science perhaps cannot afford to forget that a very large chunk of energetic inputs from a role incumbent is often a matter of his or her "giving" it to the organization in a voluntary manner rather than the organization "extracting" it from the employee. Drucker argued that "People determine the performance capacity of an organization" and that "no organization can do better than the people it has" (p.145). Drucker further suggests that an effective manager *must* try to get more out of the people he or she has. The yield from the human resource really determines the organization's performance. A very old human conduct of voluntary action and mutual aid with no hankering for pay or formal rewards in return, has been known to the behavioral scientists since a long time but it is only now that it has acquired the form of a relatively new concept in performance analysis. The concept was first introduced by Dennis Organ (1983, 1990). A "good soldier syndrome", which is so necessary for the prosperity and good functioning of every organization.

It means doing a better job, making an effort above and beyond formal requirements, and filling the gap between procedures and regulations on the one hand, and dynamic reality on the other. In organizations in general, cooperative behavior across functional units is increasingly becoming essential with the adoption of total quality initiatives and self-managed work groups. OCB is usually perceived as exerting exceptionally good behaviors for the sake of the organization and informally supporting its members. They may influence the effectiveness and efficiency of organizations, but they may furthermore influence these systems' reputation, image, legitimacy, quality of service, and responsiveness in the eyes of citizens, clients, and the other relevant agencies in the environment. Accordingly, organizations must be committed to increasing OCB among their paid employees. Otherwise, some very basic notions of the good spirit of voluntarism in organizations might get damaged, leading to poor organizational performance and hampered goal attainment. Thus, OCB represents a powerful element of free-will conduct, most relevant in modern social organizations, which highlight values of voluntary personal actions especially among paid employees. Consequently it is interesting to examine how OCB is manifested in terms of the organizationally relevant outcomes that may also be useful for the society in the long run. This motivation for OCB perhaps needs to be identified and better explained. It is possible that performance of employees is more inspired by the special conditions and environment under which the organizations operate, and the sources of their satisfaction. Some researchers (Organ & Konovsky, 1989) have concluded that the cognitive aspects of job satisfaction are more powerful predictors of OCB than the affective components, which implies that OCB is undertaken voluntarily and willfully, as opposed to spontaneously and emotionally. To understand this deliberate aspect of OCB, we can refer to Blau's (1964) theory of social exchange (in contrast to economic exchange), in which non-contractual actions are based on long-term relationships and trust. In-role behavior, which is formally and extrinsically rewarded, can be regarded as a form of economic exchange; OCB fits more closely with social exchange. This is particularly true in today's rapidly changing work environment, in which the essential character of work relationships is shifting. Rightsizing, lay-offs, outsourcing, and prevalence of temporary workers are

phenomena that are constants today, but were not envisioned under early extra-role behavior research. For continued relevancy in today's workplace, therefore, researchers must understand the interplay between OCB and violations of the psychological contract between employer and employee (Rousseau, 1989; McLean Parks & Kidder, 1994). In the sections to follow an attempt is made to describe and relate the construct of the OCB with other variables of organizational relevance.

The present research work is primarily concerned with understanding the dynamics (antecedents and consequences) of the construct of Organizational Citizenship Behavior (OCB) within the broad framework of dynamics of organizational behavior. OCB was conceptualized as part of overall job performance. Another component of job performance is In-role Behavior (IRB). The other major objective was to discriminate the OCB from other seemingly similar kind of behaviors for instance, impression management and Ingratiation etc.

An organization is defined as consciously coordinated social unit, composed of two or more people that functions on relatively continuous basis to achieve a common goal or a set of goals. Based on this definition, manufacturing and service firms are organizations and so are schools, hospitals, churches, military units, retail stores, police departments, and local, state and federal governments (Robbins, 2001). In organizations, people consciously cooperate and coordinate with each other in performing their role behavior, which is the essence of any organization. Some scientists define organization as a system of roles (Katz & Kahn, 1978). Generally, role behavior refers to the recurring actions of an individual appropriately interrelated with repetitive activities of others so as to yield a predictable outcome. The set of interdependent behavior constitutes a social system or subsystem, a stable collective pattern in which people play their parts (Katz & Kahn, 1978). The basic criterion, then for studying role behavior is to identify the relevant social system or subsystem and locate their recurring events that fit together in converting some input into some output. This can be done by ascertaining the role expectations of a given set of related offices, since such expectations are the main elements in maintaining the role system and inducing the required role behavior (Katz & Kahn, 1978).

In the 20<sup>th</sup> century personnel selection research had been conducted to choose the right person for the right place to enhance the effectiveness of role behavior in the organizations. The role behavior had been linked with Knowledge, Skills, Abilities and Other Characteristics (KSAOs). It was assumed that there are individual differences that manifest themselves in the job performance. The job of psychologist and organizational scientist is to uncover and understand the nature of the relationships between these KSAOs - job performance and individual differences (Schmitt & Chan, 1988).

Traditionally, however the personnel selection research has focused on the prediction and understanding of what Campbell and colleagues have called “Core Technical Proficiency” (Campbell, McCloy, Oppler, & Sager, 1993; Campbell, McHenry, & Wise, 1990). Thus, performance has been defined in terms of proficiency in accomplishing tasks that are more or less directly related to the organization's primary objectives. So firefighters would be judged on the basis of how well they can perform tasks related to putting out fires and auto mechanics would be judged on the basis of how well they can repairs cars. Researchers have narrowed down the term job performance to the in-role behavior, which is the part of job description. Many innovative and spontaneous behaviors by the employees have been neglected as part of their performance at work place.

### **The Variables in the Study**

#### ***Extra-Role Behavior***

In the past couple of decades, organizational researchers have begun to study aspects of work behavior that are not directly related to these primary tasks (Organ, 1988). These are called Organizational Citizenship Behaviors (OCBs) have almost always been studied in isolation from core technical proficiency. The project 'A', a study done on US army in the year 1990 that represents an effort in which the measured performance domain included *both* core technical proficiency and what might be termed citizenship behavior (i.e. effort and leadership, discipline). This expansion of the performance domain has included some important organizationally relevant measures (willingness and capability to mentor less senior colleagues or to serve on special tasks forces and committees) as well as some rather mundane



activities (e.g., administering the office coffee fund organizing the happy hour activities) and community activities (e.g., leading an effort to clean up high way or organizing the blood drive) that has no direct relevance to the employing organization. Over a decade and a half has passed since Dennis Organ and his colleagues (Bateman & Organ, 1983; Smith, Organ, & Near, 1983) first coined the term "Organizational Citizenship Behavior (OCB)". OCB is the part of extra-role behaviors in the organization. The four kinds of extra -role behavior that have been examined in detail (Van Dyne, Cummings & Parks, 1995) are

- **Organizational Citizenship Behavior or OCB:** for example, Bateman and Organ (1983); Organ (1988, 1990); Smith, Organ, and Near (1983); Van Dyne, Graham, and Dienesch, (1994);
- **Pro-social Organizational Behavior or PSOB:** for example, Brief and Motowidlo (1986); George (1990, 1991); O'Reilly and Chatman, (1986);
- **Whistle Blowing or WB:** for example, Dozier and Miceli (1985); Near and Miceli (1987) and
- **Principled Organizational Dissent or POD:** for example, Graham, (1983, 1986)

Nearly two decades ago, Katz (1964) and Katz and Kahn (1978) distinguished dependable role performance and "Innovative and Spontaneous" while talking about the three basic types of behavior essential for organizational functioning. First of all, enough people must be kept within the system to perform its essential functions. People must be induced to enter the system at sufficiently rapid rate to counteract retirement and defection. They must also be induced to remain within the system. Secondly, there must be dependable activity. The great range of variable human behavior must be reduced to limited number of predictable patterns. In other words, the assigned role must be carried out in ways that meet some minimal level of quantity and quality. A third and often-neglected set of requirements includes those actions not specified by role prescriptions but which facilitate the accomplishment of organizational goals. The organizational need for actions of an innovative, relatively spontaneous sort is inevitable and unending. The resources of people for innovation, for spontaneous cooperation, for protective and creative behavior are thus vital to

organizational survival and effectiveness. *An organization that depends solely on its blue prints of prescribed behavior is a very fragile social system.*

Concerning this third category, scientists have coined many terms like **Extra-Role Behavior** (Van Dyne, Cummings, & Parks, 1995), **Pro-social Behaviors** (Brief & Motowidlo, 1986; George, 1990, 1991; George & Bettenhausen, 1990; O'Reilly & Chatman, 1986), **Organizational Spontaneity** (George & Brief, 1992; George & Jones, 1997) and **Contextual Performance** (Borman & Motowidlo, 1993, 1997; Borman, White, & Dorsey, 1995; Motowidlo & Van Scotter, 1994) and **Organizational Citizenship Behavior** (Bateman & Organ, 1983; Smith, Organ & Near, 1983).

Among all these terms, the term extra-role behavior is more comprehensive, which includes so many other organizationally functional behaviors. It is apparent that jobs, roles and behavior are not synonymous because behavior in organization is not limited to formal job descriptions or formal role expectations. Van Dyne, Cummings, and Parks (1995) defined extra-role behavior as the behavior which benefits the organization and/or is intended to benefit the organization, which is discretionary and which goes beyond existing role expectations. This definition of extra role behavior has three implications. First, the behavior must be voluntary. It is neither role prescribed nor a part of formal job duties. It is not formally rewarded and failure to engage in the behavior cannot be formally penalized. Second, the employee's actions must be intentional-he or she makes an active decision to engage in the behavior. Third, the behavior must be primarily disinterested from the perspective of the employee (the actor). Van Dyne, Cummings, and Parks (1995) considered four kinds of extra role behavior that benefits the organization from the organization's perspective, which are organizational citizenship behavior, pro-social organizational behavior, whistle blowing, and principled organizational dissent.

It is argued that extra-role behavior (ERB) is conceptually distinct from in-role behavior or IRB (Van Dyne, Cummings, & Parks, 1995). Graham (1991) has suggested that organizational citizenship behavior can be viewed as an enlarged form of job performance, and as such, is not extra-role. In Graham's view, IRB and ERB are two dimensions of a more global construct (OCB) that encompasses all employee

behavior that occurs in the work context. Morrison (1994) has provided the evidence that many of the specific behaviors Organ (1988) claiming to be discretionary and not formally rewarded by the organizational reward system were perceived by employees to be part of their role requirements. Van Dyne, Cummings, and Parks (1995) vigorously defended the viability of the ERB as a construct. They freely conceded that observers would differ across persons and times as to what is exactly in-role behavior and extra-role behavior. Therefore, it is somewhat arbitrary in many instances as to what actually extra-role. Hence, what might originally have been considered extra-role behavior can over a period of time become an in-role expectation. This can be due to factors such as employee socialization, skill improvement, performance, or promotability.

Accordingly, a behavior that was considered in-role, could become extra-role. However, the difference between two constructs (IRB & ERB) depends on particular characteristics (the specific relationship between the observer and the actor), and dynamic characteristics (changes in the actor's perceived capability over a period of time). Van Dyne, Cummings, and Parks (1995) has argued that conceptual distinction between extra role and in-role behavior is meaningful. IRB is an explicitly expected and rewarded behavior; where as ERB is neither explicitly expected nor required. For the purpose of present work, researcher took same stand as taken by Van Dyne, Cummings, and Parks (1995) in defining the IRB. In-role behavior is defined as part of performing duties and responsibilities of the assigned role for the purposes of argument, by containing OCB within that region of non-required contributions that are regarded by the person as relatively less likely to lead along any clear, fixed path to formal rewards. Thus from the very beginning, OCB have been viewed as behaviors that are relatively more likely to be discretionary and relatively less likely to be formally or explicitly rewarded in the organization.

***Extra-role Constructs.*** Much of the research on extra role behavior concerns four key constructs: OCB, PSOB, WB and POD. Van Dyne Cummings, and Parks (1995) classified these four constructs in the following manner.

<b>Affiliative/Promotive ERB</b>	<b>Challenging/Prohibitive ERB</b>
Organizational Citizenship Behavior (OCB)	Whistle Blowing (WB)
Pro-social Organizational Behavior (PSOB)	Principled Organizational Dissent (POD)

A brief definition of each construct follows:

Organ (1988) defined OCB as behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes effective functioning of the organization....the behavior is not an enforceable requirement of the role or job description.....the behavior is rather a matter of personal choice. Organ used numerous examples to illustrate that citizenship behavior are "modest, some would say even trivial" behaviors ....that in and of themselves do not often invite public scrutiny or official documentation.

Brief and Motowidlo (1986) defined PSOB as behavior which is (a) performed by a member of an organization, (b) directed toward an individual, group or organization with whom he or she interacts while carrying out his or her organizational role, and (c) performed with the intention of promoting the welfare of the individual, group or organization towards which it is directed.

Near and Miceli (1985) defined WB as organizational members disclosing illegal, immoral or illegitimate practices under the control of their employers, to parties who may be able to effect action. Most studies have focused on individuals, who engage in public whistle blowing where they report the wrong doing to the authorities outside of the organization.

Graham (1986) defined POD as a protest and/or effort to change the organizational status quo because of a conscientious objection to current policy or practice ...the term principled applies to the issues at stake, e.g. one which violates a standard of justice, honesty or economy.

Van Dyne, Cummings, and Parks (1995) differentiated each one of them on the basis of five criteria that are as follows.

1. The first characteristic addresses whether the focus of the ERB is on intent or outcome, as well as on the direction of that intent. Intent is definitionally

important for all four ERBs, but only OCB stresses the outcome in its definition. The definition of POD and PSOB are limited to behaviors that are intendedly positive and do not include behaviors that are intendedly destructive or negative. In contrast, WB includes behaviors with the positive and negative intentions by the actor (Bok, 1980, Dozier & Miceli, 1985). Finally, the initial definition of OCB did not address intent and instead stressed the perceived outcome of behavior (Organ, 1988). Later definitions of OCB however, encompass both positive intent and perceived positive outcome (Organ, 1990).

2. The second characteristic concerns whether the construct includes IRB as well as ERB. With the exception of Graham's (1991) conceptualization of citizenship as global performance, most theorists explicitly limit the definition of OCB to ERBs. On the other hand, POB, WB, POD can include both IRB and ERB. Thus not all forms of OCB, PSOB, WB and POD are truly extra-role.

3. The third characteristic addresses temporal issues concerning the actor's status can ERB occur only while the actor's status. Can ERB occur only while the actor is an organizational member (i.e. in an organizational role)? OCB and PSOB require that the actor be a current organizational member. In contrast, the definition of WB and POD include behavior by current as well as former members. Van Dyne Cummings, and Parks (1995) concluded that ERB focuses on organizational roles and extra-role behaviors within an organizational context.

4. The fourth characteristic concerns the motivation underlying the behavior. OCB and PSOB are primarily "affiliative or promotive " behavior such as helping, sharing, and cooperating. In contrast, WB and POD are "challenging or prohibiting" behaviors that attempt to prevent or prohibit other behaviors. WB discloses illegal, immoral and/or illegitimate behavior and POD points out inappropriate behaviors or the absence of appropriate behaviors based on conscientious objections.

5. The fifth characteristic identifies the target and/or the beneficiary of the action. The immediate target of extra-role behavior can vary for each construct (individual, group, or organization) and in a general sense, all four behaviors could be constructed as benefiting society. OCB is most direct in its identification of the

organization as beneficiary of the aggregate of small acts of citizenship, even though the individual acts are often targeted towards specific individuals. Determination of the intended beneficiary for WB and POD depends on the perspective used to evaluate the behavior. In one sense, the beneficiary can be identified as the employing organization. Finally, PSOB is intended to benefit an individual, group or organization.

Van Dyne, Cummings, and Parks (1995) reviewed the research on ERB, and concluded that OCB confines itself exclusively to the extra role behaviors. In contrast WB, PSOB and POD have included both in-role and extra-role conceptualizations in the definitions. In their final conclusions, Van Dyne, Cummings, and Parks (1995) have given recommendations for future research, which are as follows;

Recommendation (1) Researcher should acknowledge that ERB is a multidimensional construct and should focus future research on specific types of ERB rather than on the more global construct.

Recommendation (2) Researcher should drop the construct PSOB and instead concentrate research on other forms of extra role behavior in organizations (OCB, POD, and WB).

Recommendation (3) the conceptual definition and subsequent operationalization of OCB should focus on citizenship behavior that is affiliative and promotive and should not include challenging/prohibitive or affiliative/prohibitive behaviors.

Recommendation (4) the conceptualization and operationalization of WB should be limited (as originally defined) to reports that are delivered to authorities outside the organization.

Recommendation (5) theoretical conceptualization of the term "principled" in POD should be modified slightly so that disagreements based on the economic standards or efficiency standards are not included as example of POD.

Recommendation (6) Additional research should be devoted to understanding the dynamic and evolutionary classification of behavior as extra-role versus in-role.

By keeping these recommendations in our mind, the present work is an endeavor to refine the concept of OCB in the Indian context and to understand the antecedents and consequences of the concept of OCB.

### *The Thrust Variables*

#### ***Organizational Citizenship Behavior***

Recently, Robbins (2001) added OCB as the fifth dependent variable in addition to productivity, absenteeism, turnover, and job satisfaction in his book "Organizational Behavior". According to Robbins (2001) successful organizations need employees who will do more than their usual job duties and provide the performance that is beyond expectations. In today's dynamic work place, where tasks are increasingly done in teams and where flexibility is critical, organizations need employees who will engage in "good citizenship" behaviors such as making constructive statements about their work group and organization helping others in their team, volunteering for extra job activities, avoiding unnecessary conflicts, showing care for organizational property, respecting the spirit as well as letter of rules and regulations, and gracefully tolerating the occasional work-related impositions and nuisances.

The motivation behind the development of OCB research is the failure of the "job satisfaction-job performance" research to provide consistent, strong correlations and clear causal directionality (Brayfield & Crockett, 1955; Fischer, 1980; Greene, 1972; Iaffaldano & Muchinsky, 1985; Lawler & Porter, 1967; Locke, 1967; Petty, McGee & Covender, 1984; Schwab & Cummings, 1970; Slocum, 1970). As a result, researchers seem to have largely forgotten about this stream of research, apparently subscribing to the view that the satisfaction-performance relationship, in large part caused by other variables. But Organ (1977) suggests that a partial explanation of the failure of research to provide strong correlations might be due to the manner in which performance has been operationalized. Job satisfaction does not appear to cause job performance when performance is defined narrowly as quantity and / or quality of output. However, other forms of job performance such as citizenship behaviors may exhibit a stronger relationship with satisfaction and may in fact be produced by it. We

can modify the earlier model of job satisfaction-job performance by adding citizenship behavior as part of job performance.

In earlier literature on organizational behavior, some evidences are available that directly do not talk about the concept of citizenship behavior but the content is quite similar to the concept of OCB. The most influential book published in the entire field of management is the classic treatise entitled "*The Functions of Executive*", written by Chester I. Barnard in the 1938. According to Barnard, the task of the manager is to maintain a system of cooperative effort in a formal organization. The formal organization cannot exist unless there are persons who (a) are able to communicate with one another, (b) are willing to contribute to group action, and (c) have a conscious common purpose. Similarly, Taylor's famous work entitled "*The Principle of Scientific Management*" was published in 1911. In which, he pointed out that in its essence, scientific management involves a complete mental revolution on the part of the workingman engaged in any particular establishment or industry- a complete mental revolution on the part of these men toward their duties, toward their work, toward their fellow men and toward their employers. Fundamentally, principles of scientific management emphasized the harmony in group action and cooperation of human beings in organization. Later Henri Fayol, the father of modern operational management theory, in his book entitled "*General and Industrial Administration*" published in 1916, considered the qualities required by managers such as physical ("health, vigor, address"), mental ("ability to understand and learn, judgment, mental vigor, and adaptability"), moral (energy, firmness, willingness to accept responsibility, initiative loyalty, tact, dignity"), educational ("general acquaintances with matters not belonging exclusively to the function performed"), technical ("peculiar to the function"), and experience ("arising from the work proper"). Thus Fayol included the in-role and extra-role behavior as part of manager's job. All these scientists somehow have taken OCB into consideration as part of employees' role in any organization.

Dennis Organ and his colleagues (Bateman & Organ, 1983; Smith, Organ & Near, 1983) first coined the term "OCB". Drawing on Chester Barnard's concept (Barnard, 1938) of the "willingness to cooperate" and Daniel Katz's (Katz, 1964; Katz



& Kahn, 1966, 1978) distinction between dependable role performance and "innovative and spontaneous behaviors" Organ (1988, 1990) defined the concept of OCB as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promote the effective functioning of the organization. By discretionary, we mean that behavior is not an enforceable requirement of the role or the job description that is the clearly specifiable terms of the person's employment contract with the organization, the behavior is rather a matter of personal choice, such that its omission is not gradually understood as punishable. Organ (1988) further added that our definition of OCB requires that is not directly or formally recompensed by the organization's reward system....(does this) mean that OCB must be limited to those gestures that are utterly and eternally lacking in any tangible return to the individual? Not necessarily, over a period of time, a steady stream of OCB of different types.....could well determine the impression that an individual makes on a supervisor or on coworkers. That impression, in turn, could influence the recommendation by the boss for a salary increase or promotion. The important issue here is that such returns not be contractually guaranteed (Organ, 1988).

Later Organ (1997) considered OCB as contextual performance. Van Dyne Cummings, and Parks (1995) discussion made no reference to Borman & Motowidlo's concept of contextual performance (Borman & Motowidlo, 1993; Motowidlo & Van Scotter, 1994). Borman and Motowidlo (1993) defined contextual performance such as behaviors (that) do not support the technical core so much as they support the broader organizational, social and psychological environment in which the technical core must function. Borman & Motowidlo (1993) enumerated five categories of contextual performance, including volunteering for activities far beyond a person's formal job expectations, persistence of enthusiasm and application when needed to complete important task requirements, assistance to others, following rules and prescribed procedures even when it is inconvenient, and openly espousing and defending the organization's objectives. These are more or less similar to popular OCB categories like altruism, compliance, sportsmanship, courtesy, and civic virtue. Contextual performance is different from OCB in that the former defined here, does

not require the behavior to be extra role or that to be non-rewarded. The defining quality is that it shown be "non-task" or more to the point that it contributes to the maintenance and/or enhancement of the context of work. Some contributions might well lie within the explicit expectations of what constitutes appropriate role behavior and some could earn emoluments from the formal reward system via the effect on performance appraisals. In a study, Motowidlo and Van Scotter (1994) empirically demonstrated that the measures of task performance and the contextual performance have different predictors, and more to the point that they contribute independently to rating of overall performance. Organ (1997) stated that the contextual performance is to be couched at a rather high level of abstraction.

OCB comprises a dimension of individual and group functioning that Roethlisberger and Dickson (1964) seemed to have in mind when they used the term cooperation. A close reading of concluding chapters (22-26), of *Management and the Worker* reveals that cooperation refers to something other than productivity. The later was regarded as a function of the formal organization (the authority structure, role specification, and technology) and the "logic of facts". Cooperation, on the other hand, refers to acts that served more of a maintenance purpose, to maintain "internal equilibrium". Cooperation, thus included the day to day spontaneous pro-social gestures of individual accommodation to the work needs of others (e.g., coworkers, supervisors, and clients in other departments) whereas productivity (or efficiency) was determined by the formal or economic structure of the organization. Roethlisberger and Dickson (1964) viewed cooperation as a product of informal organization and significantly, the "logic of sentiment". The later was seen as being influenced by the quality of work experience and by previous social conditioning. For Roethlisberger and Dickson (1964), at the aggregate level of analysis (e.g., the firm) and in the long run, efficiency and cooperation were interdependent with each other. But at the individual level analysis, the emphasis on sentiment was due to the presumed connection to cooperation or citizenship behavior. Smith, Organ, and Near (1983) stated that *citizenship behavior are important because they lubricate the social machinery of the organization*. They provide the flexibility, needed to work through many unforeseen contingencies. They enable the participant to cope with the

otherwise awesome condition of interdependence on each other. They further state that citizenship behavior is not easily governed by individual initiative schemes, because such behavior is often subtly difficult to measure, may contribute more to others' performance than one's own, and may even have the effect of sacrificing some portion of one's immediate individual output.

Schnake (1991) defined OCB as functional, extra-role pro-social organizational behaviors, directed at individuals, groups, and/or an organization. Brief and Motowidlo (1986) in their definition of pro-social organizational behavior, made distinction between two types of pro-social organizational behavior. First, pro-social organizational behavior may be organizationally functional or dysfunctional. Examples of organizationally functional pro-social behavior include speaking favorably of an organization to outsiders and being cooperative. Example of dysfunctional pro-social organizational behavior includes helping coworkers achieve personal goals at the expense of an organization and helping coworkers hide mistakes or inadequate performance. Pro-social organizational behavior may also be extra-role (not prescribed by an organization) or intra-role (prescribed by an organization). Intra-role pro-social behaviors are, in effect, assigned to individuals as part of their performance responsibilities. An example of intra-role pro-social organizational behavior requires a seasoned veteran to serve as a mentor to a new employee. Extra-role pro-social organizational behaviors are most similar to OCB. These behaviors are not assigned to individuals by an organization. They are voluntary acts, undertaken by individuals aimed at helping individuals, groups, or an organization. Examples of functional extra-role pro-social behaviors include protecting conserving organizational resources and supplies, cooperating with others, suggesting improvements etc. Dysfunctional extra-role pro-social behaviors involve helping others achieve personal goals at the expense of an organization (Brief & Motowidlo, 1986).

### ***Dimensions of Organizational Citizenship Behavior***

Organ (1988) noted two critical component of OCB. (a) The behavior is not part of the employee's job description and is not rewarded explicitly, and (b) The behavior is not usually obvious but does, in aggregate, benefit the organization.

Most dimensions given by different scientist satisfy these two critical components. In a very recent review articles on citizenship behavior, Podsakoff, Mackenzie, Paine, & Bacharach (2000) organized more than 30 potential forms of OCB into seven common themes or dimensions-

**1. *Altruism or helping behavior.*** Altruism is a class of behavior aimed directly at a specific person. Most of the scientists recognized helping behavior as an important form of OCB Borman & Motowidlo, 1993, 1997; George, 1989; Organ, 1988, 1990a, 1990b; Smith, Organ, & Near, 1983; Van Scotter & Motowidlo, 1996; Williams & Anderson, 1991). Conceptually, helping behavior involves voluntarily helping others with, or preventing the occurrence of work related problems. The first part of this definition includes Organ's altruism, peacemaking and cheerleading dimensions (Organ, 1988, 1990b); Graham's interpersonal helping (Graham, 1989); William and Anderson's OCB-I (Williams & Anderson, 1991); Van Scotter and Motowidlo's interpersonal facilitation (Van Scotter & Motowidlo, 1986); and the helping other constructs from George and Brief (1992) and George and Jones (1997). The second part of the definition captures' Organ's (1988, 1990) notion of courtesy that involves helping others by taking steps to prevent the creation of problems for coworkers. All these various forms of helping behavior load on a single factor (Mackenzie, Podsakoff, Fetter 1993; Podsakoff & Mackenzie, 1994; Podsakoff, Ahearne, & Mackenzie, 1997; Mackenzie, Podsakoff & Rich, 1999).

**2. *Sportsmanship.*** Organ (1990) defined sportsmanship as willingness to tolerate with fine grace the imposition and nuisances that are the inevitable fall out of interdependence. To the extent that people bear these occasional crosses without complaints, appeals, accusations, threats, grievances, they lighten the load of those who manage the system. Empirical researches (Mackenzie, Podsakoff, & Fetter 1993; Mackenzie, Podsakoff & Rich, 1999) has included this construct in the context of other forms of citizenship behaviors shows it to be distinct from them, and to have a somewhat different antecedents (Podsakoff, Mackenzie, & Bommer, 1996; Podsakoff, Mackenzie, Moorman, & Fetter, 1990) and consequences (Podsakoff, Ahearne, & Mackenzie, 1997; Podsakoff & Mackenzie, 1994; Walz & Niehoff, 1996).

**3. Organizational loyalty.** It consists of loyal boosterism and organizational loyalty (Graham, 1989, 1991), spreading good will and protecting the organization (George & Brief, 1992; George & Jones, 1997), and endorsing, supporting and defending organizational objective construct (Borman & Motowidlo, 1993, 1997). Organizational loyalty is identification with allegiance to a whole, transcending the parochial interest of individuals, work groups and departments (Van Dyne Cummings, Dienesch, 1994). Loyal citizens promote and protect their organization against external threats and remaining committed to it even under adverse conditions. Podsakoff, Mackenzie, Paine, and Bachrach (2000) suggested additional work on this scale appear to be warranted to proof it as distinct dimension from others.

**4. Organizational compliance.** It has long a tradition of research in the citizenship behavior area. This dimension has been called 'generalized compliance' (Smith, Organ, and Near, 1983); 'organizational obedience' (Graham, 1991); OCB-O (Williams and Anderson, 1991); and following organizational rules and procedures (Borman & Motowidlo, 1993); some aspects of job dedication construct (Van Scotter & Motowidlo, 1996). This dimension appears to capture a person's internalization and acceptance of the organization's rules, regulations and procedures, which result in a scrupulous adherence to them, even when no one observes or monitors compliance. Therefore, an employee doing things that are right and proper and who religiously obeys all rules and regulations even when no one is watching, is regarded as an especially "good soldier" or "citizen".

**5. Individual initiative.** This dimension is similar to Organ's conscientiousness construct (Organ, 1988). Graham's and Moorman and Blakely's personal industry and individual's initiative construct (Graham, 1989; Moorman & Blakely, 1995), George's (George & Brief, 1992, George & Jones, 1997) making constructive suggestion construct, Borman and Motowidlo's persisting with enthusiasm and volunteering to carry out task activities construct (Borman & Motowidlo, 1993, 1997), Morrison and Phelps (1999), and some aspects of Van Scotter and Motowidlo's 'job dedication construct' (Van Scotter & Motowidlo, 1996). This form of OCB is extra-role only in the sense that it involves engaging in task related behaviors at a level that is so far beyond what is minimally required or

generally expected levels that it takes on a volunteering flavor. Such behaviors include voluntary acts of creativity and innovation designed to improve one's task or the organization's performance persisting with extra enthusiasm and effort to accomplish one's job, volunteering to take on extra responsibilities, and encouraging others in the organization to do the same. All of these behaviors share the idea that employee is going "above and beyond" the call of the duty. This form of behavior is most difficult to distinguish from in-role or task performance, because it differs more in degree than in kind. For example when an employee comes to work early or stays late and is productive during this extra time (perhaps without extra compensation).

**6. Civic virtue.** Civic Virtue represents a macro level interest in or commitment to the organization as a whole. It is characterized by responsible participation in the political life of the organization such as attending meetings and reading company mail. This behavior is shown by willingness to participate actively in its governance (e.g., attend meetings, attends in policy debates, express one's opinion about what strategy the organization ought to follow etc.) to monitor its environment for threats and opportunities (e.g., keep up with changes in the industry that might affect the organization) and to look out for its best interest (e.g., reporting fire hazards, or suspicious activities, locking doors, etc.) even at great personal cost. It appears that civic virtue is in-role expectations for many jobs. This behavior can be constructed as extra-role only when it is not part of role expectations and when engaging in these behaviors make a positive contribution to the organization. In other words an employee who attends meetings for personal or social motives or the employee who reads company mails out of personal curiosity (even when not specified by the job is not engaging in OCBs. This dimension referred to as civic virtue by Organ (1988, 1990), organizational participation by Graham (1989), and protecting the organization by George and Brief (1992).

**7. Self Development.** This dimension is based on the work of Katz (1964), George and Brief (1992) identified developing oneself as a key dimension of OCB. Self-development includes voluntary behaviors that an employee engages in order to improve his/her knowledge, skill and abilities. According to George and Brief (1992) this might include seeking out and taking advantage of advance training courses,

keeping abreast of the latest developments in one's field and area, or even learning a new set of skills so as to expand the range of one's contribution to an organization. Interestingly, self-development has not received any empirical confirmation in the citizenship behavior literature. However, it appears to be a discretionary form of employee behavior.

According to Podsakoff, Mackenzie, Paine, and Bachrach (2000) when one examines the different types of citizenship behavior that have been identified in the literature, they seem to fall into one of the following categories: helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self-development. Almost all citizenship behavior research was influenced by the Katz (1964) who identified the following dimensions in his original article (1) cooperating with others (2) protecting the organization (3) volunteering constructive ideas (4) Self-training, and (5) maintaining favorable attitude toward the company.

#### ***Determinants of Organizational Citizenship Behavior***

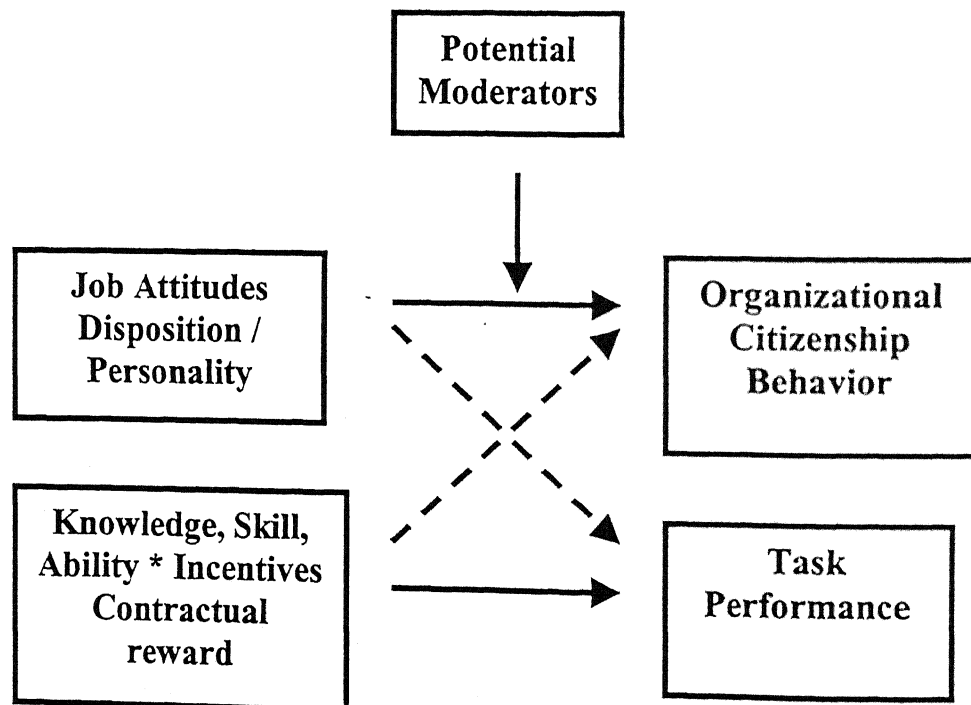
Empirical researches have focused on four major categories of antecedents:

1. Individual or Employee Characteristics
2. Task Characteristics
3. Organizational Characteristics
4. Leadership Behaviors

Based on above categories, following variables have been taken as determinants of organizational citizenship behavior for instance, job attitude (Bateman & Organ, 1983), job cognitions (Organ & Konovsky, 1989), affect and cognitions (Lee & Allen, 2002), dispositional factors such as agreeableness, conscientiousness, equity sensitivity (Konovsky & Organ, 1996), positive affect (George, 1991), positive mood states (Smith, Organ and Near, 1983), concern for others, (McNeely & Meglino, 1994), organizational justice (Niehoff & Moorman, 1993), collectivism (Moorman & Blakely, 1995), impression management (Eastman, 1994; Fandt & Ferris, 1990; Ferris, Judge, Rowland & Fitzgibbons 1994), organizational support (Moorman, Blakely & Niehoff, 1998), interpersonal trust (Podsakoff, Mackenzie, Moorman, & Fetter (1990), task characteristics (Farh,

Podsakoff & Organ, 1990), organizational commitment, (Becker, 1992), perception of fairness (Moorman, 1991), culture, work unit size, stability of membership, complexity of technology, task interdependence, rewards & interpersonal interaction (Karambayya, 1991), leader-member exchange (Hui, Law, & Chen, 1999), transformational leadership (Chen & Farad, 1999), supportive leader behavior (MacKenzie, Podsakoff, & Rich, 1999) etc.

Organ and Ryan (1995) adopted a position similar to that taken by Borman & Motowidlo's (1993) in determining the antecedents of OCB and task performance. The major difference is that OCB is largely determined by attitudinal and dispositional factors while task performance is determined by Knowledge, Skill, and Ability (KSAOs) particularly as that interest with precise incentives structures quality of task performance. But this difference is not absolute; for example, ability might be a prerequisite for some specific instances of OCB etc. The difference has been shown diagrammatically below.



*Figure 1. Showing the comparison of predictors of OCB and task performance.*



In an Indian study, Kar and Tiwari (1999) studied the impact of organizational culture as an antecedent of OCB. The finding indicates that there exists a causal relationship between components of organizational culture and OCB along with its dimensions. In another study Moorman and Blakely (1995) studied the effect of individualistic and collectivistic values on OCB. The results suggested if individual holds collectivistic values or norms, then he/she would be more likely to perform citizenship behaviors.

To summarize job attitudes, task variables, and various types of leadership behaviors appear to be more strongly related to OCBs than the other antecedents. All types of determinant interact with each other in determining the OCBs. For example, the effect of task variables influence OCBs through job attitudes, or leader behaviors influences OCB through job attitudes. One important thing is that part of OCB increases when an employee perceives that their leaders control those rewards and when their leaders administer rewards based on performance. It means that managers consider citizenship behavior as part of overall job performance, and reward is contingent on citizenship behavior (Park & Sims, 1989; Allen & Rush, 1998). In turn, employees engage in citizenship behavior as a means of obtaining rewards. That's why Morrison (1994) found that employees view OCBs as an expected part of their job.

### ***Consequences of Organizational Citizenship Behavior***

Recently, researchers have devoted their attention to the consequences of OCBs. Podsakoff, Mackenzie, Paine, and Bachrach (2000) argued that researchers have focused on two key issues: (a) the effects of OCB on managerial evaluations of performance and judgment regarding pay raises, and promotions etc. (b) the effects of OCB on organizational performance and success.

Mackenzie, Podsakoff and their colleagues have suggested several reasons why managers may value OCBs and take them into account when evaluating employee performance. Some of the reasons have to do with norms of reciprocity and fairness, and some others to do with the way managers form their evaluations and others have to do with informational distinctiveness and accessibility of OCB information in memory.

The reasons why OCBs contribute to organizational performance, may be summarized in terms of (a) enhancing coworkers and managerial productivity; (b) freeing up resources so that they can be used for more productive purposes (c) reducing the need to devote scarce resources to purely maintenance functions; (d) helping to coordinate activities both within and across work groups (e) strengthening the organization's ability to attract and retain the best employees; (f) increasing the stability of the organization's performance; and (g) enabling the organization to adapt more effectively to environmental changes.

*OCB and Social Exchange.* Although a good deal of research has been conducted on OCB. However, the development of OCB theory has progressed rather slowly. Organ's social exchange interpretation of OCB (1988) was a promising step toward a theory. Organ (1988) proposed that supervisor fairness leads to employee citizenship because a social exchange relationship develops between employees and their supervisors. When supervisors treat employees fairly, social exchange and the norm of reciprocity (Gouldner, 1960) dictate that employees reciprocate, and Organ suggested that OCB is one likely avenue for employees' reciprocation. Blau (1964) was among the first to differentiate social exchange from economic exchange. According to Blau, social exchange refers to relationship that entails unspecified future obligations. Like economic exchange, social exchange generates an expectation of some future return for contribution; however, unlike economic exchange, the exact nature of that return is unspecified. Economic exchange is based on transactions, but social exchange relationships are based on individuals' trusting that the other parties to the exchanges will fairly discharge their obligations in the long run (Holmes, 1981).

*OCB and Workplace Deviance.* Lee and Natalie (2002) investigated the role of affect and cognitions in predicting OCB and workplace deviance behavior. The results showed that job affect was associated more strongly than were job cognitions with OCB directed at individuals, whereas job cognitions correlated more strongly than did job affect with OCB directed at the organizations. With respect to workplace deviance behavior, job cognitions played a more important role in prediction when job affect was represented by 2 general mood variables (positive and negative affect).

When discrete emotions were used to represent job affect, however, job affect played as important a role as job cognition variables.

### ***Some Studies Relating Organizational Citizenship Behavior with the Other Variables in the Present Research***

*In-Role Behavior.* In the present research, extra-role behavior is conceptualized in terms of OCB. Researchers have distinguished between in-role performance and extra-role performance, where in-role performance refers to work behavior that are prescribed by formal job roles and extra-role performance to work behavior that are beyond formal job roles. Researchers have noted the importance of extra-role performance for the overall functioning of an organization (Barnard, 1938; Katz & Kahn, 1966; Organ, 1988). That's why OCB is considered as part of job performance for it indirectly increases overall organizational effectiveness.

Borman & Motowidlo (1993) proposed expanding the job performance criterion domain to include contextual performance in addition to task performance. Task performance consists of job-specific behaviors including core job responsibilities, for which primary antecedents are likely to be knowledge, skill ability and experience. Contextual performance consists of non-job specific behaviors such as cooperating with coworkers and showing dedication, for which the primary antecedent are likely to attitudinal and dispositional factors. In a study on 421 Air Force mechanics, Motowidlo and Van Scotter (1994) empirically demonstrated that measures of task performance and contextual performance have different predictors, and, more to the point, that they contribute independently to ratings of overall performance. In a more recent study, Conway (1999) distinguished contextual performance from task performance in managerial jobs. He found that two components of contextual performance, (job dedication and interpersonal facilitation) uniquely contribute to the overall managerial performance and leadership task performance.

*Impression management.* Impression management theorists suggest that a primary human motive, both inside and outside organizations is to avoid being evaluated negatively (Rosenfeld *et al*, 1995). As indicated above, engaging in citizenship behavior in organizational settings is a viable means of achieving

favorable attributions. Citizenship researchers have done most of the studies on OCB as "Good Soldier Syndrome" but recently the link between citizenship behavior and impression management raised the questions about citizenship behavior as to whether they are good soldier or good actors, i.e. they distinguished between doing good or looking good (Bolino, 1999).

*Emotional Intelligence.* Recent studies show that IQ alone explains surprisingly little of achievement at work or in life. Apart from IQ, our practical skills (training and experience), along with the technical abilities we master, determine how well we perform on an everyday basis. A practical skill, which is the combination of common sense plus the specified knowledge and skill, we pick up in the course of doing any job. Sternberg (1985) in tests with managers at fortune 500 companies, discovered that practical intelligence seems to account for at least as much on the job success as does IQ. To a degree, experience and expertise, like IQ matter-but there is much more to the story when it comes to excellence. Goleman (1998) argued that there is a great divide in competencies that lies between the mind and heart, or more technically, between cognition and emotion. Some competencies are purely cognitive, such as analytic reasoning or technical expertise. Others combine thought and feeling; these researchers call it as "Emotional Competencies". An emotional competence is a learned capability based on emotional intelligence that results in outstanding performance at work. At the heart of this competence are two abilities: empathy, which involves reading the feelings of others, and social skills, which allow handling those feelings artfully.

Goleman (1998) talked about four motivational forces, which are achievement drive, commitment, initiative and optimism that take individual to go beyond the job performance, or to do something better, or to accept big challenge. The psychologists call it "Flow". It is a special state of mind, which moves people to do their best work, no matter what work they do. Flow is the ultimate motivator, which itself is a pleasure. It means that citizenship behavior is get stimulated by some emotional tendencies, but later it becomes sources of motivation in itself for further citizenship acts. Goleman (1998) argued that the committed are the modal citizens of any organizations. They go extra mile. Employees who feel strong organizational

commitment will put up with highly stressful job conditions if need be -long hours, deadlines, pressure, and the like out of devotion to collective goals. But if employees are not treated fairly and respectfully, no organization will gain their emotional allegiance. The more support employees feel from their organization, the more trust, attachment, and loyalty they will feel, and better organizational citizen they will be. Organizational commitment grows from such bonding.

*Background Variables.* The effect of biographical characteristics such as age, gender, marital status, and length of services etc has been analyzed on the employee's productivity, satisfaction, turnover and absenteeism. Relatively there are very few studies on extra-role behavior. Certain demographic variables have been studied with varying degrees cited as predictors of altruism or other forms of pro-social behavior. Ordinal birth position appears to have some significance in this regard, with the first-born subjects found to show more altruism (Krebs, 1970). Green, Gergen, and Meter (1972) suggested educational level to be positively correlated with social responsibility. The significance of urban versus rural origins with respect to altruism is more tenuous (Hansson, Slade, & Slade 1978). In a work setting, one might expect to see more citizenship behavior displayed by those of rural or small towns' origins, if we accept the hypothesis that such persons more readily endorse a work ethic (Hulin & Blood, 1968). Chattopadhyay (1999) studied the effect of demographic dissimilarity on citizenship behavior. He suggested that sex, race, and age dissimilarity will have asymmetrical influence on the organization based self-esteem of employees, on their trust in and attraction to their peers, and on their OCB.

*Work Locus of Control.* Locus of control is a personality variable that has been studied extensively in a wide variety of settings, including organizations. In organizational settings, rewards or outcomes include promotions, favorable circumstances, salary increase and general career advancement (Spector, 1988). It refers to the degree to which people believe they are masters of their own fate. The first type involves those who believe that they control their destinies, and have been labeled internal, whereas the latter see their lives as being controlled by outside forces, and hence called externals (Rotter, 1966). The research by O'Brien (1983) and Spector (1982) on locus of control has been found to be related to a number of

organizationally relevant variables. However, the relationship between locus of control and citizenship behavior is not studied in literature.

*Self-Management Perceptions and Practices.* Self-management has been a topic of increasing interest in organizational literature (e.g. Luthans & Davis, 1979; Manz & Sims, 1980; and Mills, 1983). This concept is regarded as the antithesis of external control or organizational control. Examples of these external control procedure or mechanism are formal leadership (Etzioni, 1975; Weber, 1947) formal roles (Graen, 1976), output and behavioral control (Ouchi & McGuire, 1975) and systematic, discretionary and developmental models of control (Van Dyne Ven, Delbecq, Koenig 1976). But all these control mechanisms remain limited to job behavior, which produces job-specific role behavior. The researcher could not found any empirical study that attempted to relate OCB with the self-management in the OB literature.

*Social Power and Ingratiation.* Power has typically been defined as the ability to get others to do what you want them to, if necessary against their will (Weber, 1978) or to get them to do something they otherwise would not do (Dahl, 1957). In later works on power, these definitions have been challenged, amended, critiqued, extended and rebuffed over the years. More exactly, power refers to a capacity that A has to influence the behavior of B, so that B acts in accordance with A's wishes. This definition implies a potential that need not be effective or a dependency relationship.

Here, if we assume that power is a function of dependency then we can also assume that power would be related to citizenship behavior, because OCB is directed towards other individuals in an organization (mentor has power over protégé). As Longman's dictionary defines Protégé, a young person who is guided and helped by someone who has influence, power or more experience. It clearly appears that in citizenship behavior one party receives something from another who does something in favor of individual, group or organization. The act citizenship may give him/her more capacity to influence others. Most studies on the concept of power have been done in relation to obedience, conformity, authority etc. Another concept called ingratiation is related to power and influence in organization. Ingratiation is defined as an attempt made by individuals to increase their attractiveness in the eyes of

others. Ingratiation is one large class of social influence processes that are ongoing in organizations. In an organizational context, ingratiation refers to a set of assertive tactics that are used by organizational members to gain the approbation of superiors who controls significant reward for them. These rewards are foreseeable and rather imminent. There is no study available relating citizenship behavior to power or ingratiation.

*Job Satisfaction.* Bateman and Organ (1983) obtained a strong statistical relationship between general job satisfaction and aggregate measure of the citizenship behaviors than those typically reported between satisfaction and performance. In another study Smith, Organ and Near (1983) showed job satisfaction as a measure of chronic mood states having a direct predictive path to altruism. Later Moorman's (1993) research on the job satisfaction and citizenship behavior found that the relationship between two are more complex than it has realized so far. Specifically, recent work suggested that job satisfaction measures might differ to the extent to which they tap more of an affective satisfaction that is based on overall positive emotional appraisal of the job. Cognitive satisfaction is based on a logical and rational evaluation of the job conditions. In a review, Organ & Near (1983) suggested that measures of job satisfaction probably are based on an employee's cognition about his/her job and not on his/her affective response. Organ and Konovsky (1989) studied the relative effect of more pure indicators of cognition and affect to determine which might be the more unique variance in OCB. It was related to cognition than affective measures of typical mood state. Similarly Moorman (1993) found that the relationship between job satisfaction and OCB differ in strength based on the relative importance of cognition versus affect job satisfaction in job satisfaction measures. The affective base scale (Brayfield-Roeth Scale) to job satisfaction explained little variance in OCB beyond that explained by a more cognitive satisfaction measures. Whereas cognitive based job satisfaction measures were more related to OCB. The result showed relative importance of cognition-based satisfaction over affect-based satisfaction. Organ and Lingel (1995) studied the relationship between personality, satisfaction, and OCB. They found that satisfaction accounts for unique variance in OCB not explained by either of these personality dimensions.

*Career Orientation.* Researcher could not find any significant work on the relationship between OCB and career orientation.

*Personal Effectiveness.* The citizenship behavior increases individual effectiveness on the job by enhancing the skill and knowledge. Employees' effectiveness implies how OCB helps in achieving one's goals on the job or by performing his role on the job. Employee effectiveness is measured in concern with their performance. A sales persons' performance is defined as behavior evaluated in terms of its contribution to the goals of the organization. Performance, in other words, has a normative element reflecting whether a salespersons behavior is good or bad and in the light of the organization's goals and objectives (Churchill, Ford, & Walker, 1990).

*Organizational Commitment.* Much literature has examined the notion of organizational commitment, and many conceptualizations and measures have been proposed and tested (Mayer & Allen, 1999; Mowday, Porter, & Steers, 1982). Studies classified commitment into affective, normative, and continuous (i.e. feeling of want to, ought to, or need to remain with organization) types of commitment. Iverson and Buttgieg (1999) found that not all facts of commitment enhanced organizational effectiveness, with affective being the most beneficial (i.e. employee are less likely to leave, be absent and are more accepting of change) and low perceived alternatives being the most determinant (i.e., less accepting of change).

Mathieu and Zajac (1990) present evidence on the links between organizational commitment behaviors. However, commitment may also be important in explaining behaviors that are not formally rewarded or sanctioned by the organization referred to as OCB and impression management. So understanding how commitment relates to these types of behaviors would be a valuable contribution to the literature. Several empirical studies have suggested that the relationship between commitment and OCB depends on the type of commitment examined. O'Reilly and Chatman (1986) found that identification and internalization which are conceptually similar to affective commitment were related to OCB. However, Williams and Anderson (1991) failed to replicate these findings; they found that internalization and identification were not significantly associated with OCB. Shore and Wayne (1993)



found that affective commitment was positively related to OCB, and that continuance commitment was negatively related to OCB. Generally, commitment has been studied as antecedent of OCB, but Shore, Barksdale and Shore (1995) argued that managers view employee who fulfill the job requirements of their jobs as committed.

*Work Recognition.* Managers routinely make reward decisions about subordinates that have a profound impact on their subordinates' career success. One such reward, a favorable performance evaluation has been extensively studied with respect to factors that affect their psychometric properties and usefulness in organizational settings (e.g. Borman, 1991). Several studies have shown that elements of contextual performance can have a significant impact on managers' assessment of employee job performance. Mackenzie, Podsakoff and Fetter (1991) found that sales manager's ratings of sales representatives' performance are determined as much by elements of contextual performance as by a sales representatives' objective sales productivity. This finding was replicated in a follow-up study involving 261 insurance agents. Kiker & Motowidlo (1999) showed that supervisory reward decisions are influenced by both task performance and contextual performance. They also found significant positive interactive effect on performance, which shows that interpersonal effectiveness pays off more for people who are technically effective and technically effectiveness pays off more for people who are interpersonally effective. In present work, work recognition has been taken as dependent variables for OCB. It is assumed that OCB will also be related to work recognition.

*Reputational Effectiveness.* Reputational effectiveness has not been studied in relation to OCB in current organizational literature in the knowledge of present researcher. It may be possible that OCB might enhance the reputational effectiveness.

*General Health.* The concept of health refers to a state of physical, mental and spiritual well being. Psychologically, it happens to be the most important state of human existence that an individual or society longs for. There are two main uses of the term mental health, first positive mental health (Argyris, 1951; Allport, 1958; Jahoda, 1958) that at empirical research level found its best-known expression in the work of Kornhauser (1965). This refers to the behaviors, attitude and feelings that represent individual's level of personal effectiveness, success and satisfaction. Second

use of the term mental health is associated more directly with clinical or medical usage, being defined in terms of the absence of mental illness. The relationship between general mental health and OCB is unexplored. However, stressors may affect important antecedents of such behaviors (OCB).

*Perceived Job Mobility.* The term perceived job mobility is borrowed from the turnover literature. Perceived job mobility represents as assessment by an employee about the favorability of the external job environment. Perceived job mobility is expected to be negatively related to OCB (Hui, Law, and Chen, 1999). It refers to an individual's perceived ease of the movement between organizations: the more perceived job alternatives and better market opportunities, the higher the perceived job mobility. The relationship between perceived job mobility and OCB has not been examined directly in the literature. However, Organ and Konovsky (1989) identified cognitive appraisal in terms of the comparison of a job to some criteria to be predictive of OCB. Hui, Law & Chen (1999) found that perceived job mobility predicted OCB, but not in-role performance.

*Turnover Intention.* Turnover is the voluntary and involuntary permanent withdrawal from an organization. It occurs at the physical level while turnover intention occurs at psychological level, an employee can leave organization in near future. Early research on turnover (Mobley, 1977; Muchinsky & Morrow, 1980; Steers & Mowday, 1981), and many conceptual models have been proposed to describe the employee termination decision process. For example, some models emphasize the central role of job affects such as job satisfaction and organizational commitment in determining turnover intention and turnover (Mowday, Porter, & Steers, 1982; Price & Muller, 1986). Much of the empirical research focused on the self-report of the turnover intention as predictor of turnover (Hom & Griffith, 1995). OCBs are behaviors, which reflect employees' willingness to be actively involved in, or to be part of the organization from different aspects. Therefore, levels of OCB imply the distance an employee would like to keep between himself or herself, and the organization. Lower the level of OCB, the larger the distance would be. Consequently, the lower level of OCB might lead to the higher likelihood of turnover. The relationship between turnover intention and OCB is also little explored. If

turnover intention is attitudinal indication of staying or leaving, OCB is the behavioral indication. In addition to turnover intention, OCB is a direct predictor of turnover (Chen, Hui & Sego, 1998).

*Organizational Trust.* Rotter (1967) defined interpersonal trust as expectancy held by an individual or group that the word, promise, verbal, or written statement of another individual or group can be relied upon. Trust in the supervisor is seen as pivotal for leadership effectiveness and work unit productivity (e.g., Kouzes & Posner, 1987). Butler (1991) studied those supervisor behaviors that establish and sustain subordinate trust in their supervisor. Butler (1991) identified 11 supervisor behaviors as facilitating interpersonal trust, namely supervisor availability, competence, consistency, discreteness, fairness, integrity, loyalty, openness, promise fulfillment, receptivity, and overall trust. In a study, subordinate OCB was positively related to the 11 aforementioned supervisor behaviors (Deluga, 1994). Konovsky and Pugh (1994) empirically examined the social exchange model of OCB. An employee's trust in a supervisor is considered to mediate the relationship between procedural fairness in the supervisor's decision-making and employee citizenship. According to Blau (1964), and others (e.g., Clark & Mills, 1979; Rousseau & Parks, 1993), trust and other "macro motives" such as loyalty and commitment, provide the basis for relational contracts and social exchange.

*Organizational Effectiveness.* Organ (1988) in his definition of OCB regarded that in aggregate OCB promotes the effective functioning of the organization. The potential impact of OCBs on organizational performance has been noted by several authors (Organ, 1988, 1990; Schnake, 1991; Smith, Organ, and Near, 1983; Williamson and Anderson, 1991).

*Organizational Productivity.* An organization is productive if it achieves its goals and does so by transferring inputs to outputs at the lowest cost. It is assumed that OCB plays an important role in organizational/work group functioning (Organ, 1988). Citizenship Behavior is thought to increase organizational productivity / performance by reducing the need to allocate scarce resources to maintenance function within organizations, thereby freeing up these resources for more productive purposes. Citizenship behavior can help to improve coordination within work groups,

thus reducing the friction within organizations and improving effectiveness. Finally by making them attractive places to work, organizations where citizenship is prevalent might be able to attract and retain the best employees, thereby, improving their performance. OCBs are vital for productivity and effectiveness because organizations can not forecast, through their stated job description, the entire spectrum of subordinate behaviors needed for achieving goals (Organ, 1988).

*Organizational Size and Organizational Structure.* Researcher could not find any significant work on the relationship of OCB with the structural variables. In present research, researcher will explore what kind of relationship exists between OCB and structural variables.

*Organizational Support.* Supportive organizations are seen as taking pride perceived in their employees, compensating them fairly, and looking after their needs. In this setting, one's investment in time and effort is relatively safe. For this reason we expected individuals to raise their investment in the form of higher job performance and more helpful citizenship behaviors. Eisenberger, Fasolo, and Davis-LaMastro (1996) obtained a positive relationship between perception of support and rating of job performance. Wayne, Shore, and Liden (1997) found that support was strongly correlated with both in role performance and OCB. Randall, Cropanzano, Borman, and Birjulin (1999) found that perceived organizational support was positively related with affective commitment, job satisfaction, performance, and OCB and negatively related to turnover intentions.

*Psychological contract.* Organ (1988) defined organizational citizenship as a readiness to contribute beyond literal contractual obligations. OCB, therefore, has been defined as relative to the formal employee-employer contract. Specifically, it is any behavior that exceeds the contractual agreement between employees and employer. OCB theory emphasizes upon the exchange relationship between employees and employer and to notions of reciprocity and equity. A basic premise of OCB theory is that employees engage in OCB only when they define their employment relationship as one based on social exchange (Moorman, 1991; Organ, 1990). A second premise of OCB theory is that employees engage in OCB to reciprocate their organization for equitable treatment, withholding OCB as an input

when their employer provides inadequate outcomes (Organ, 1988, 1990). Social exchange, reciprocity, and equity are central concepts in the literature on employee and employer contracts (Farnsworth, 1982; Rousseau, 1989, 1990; Rousseau & McLean Parks, 1993). Thus OCB theory has its foundations in the existence of an employee and employer contract. However, researchers have not addressed explicitly the relationship between employee-employer contract and OCB. Robinson and Morrison (1995) examined the relationship between violation of an employee's psychological contract and civic virtue behavior. They found that when employees felt that employer had failed to fulfill employment obligations, they were less likely to engage in civic virtue behavior. However, this relationship was mediated by trust.

### ***In-Role Behavior (IRB)***

As mentioned earlier, the scenario of behavior in organizations consists of both extra-role as well as the in-role behaviors. Having taken a look at the former in terms of the OCB, we now move on to the in-role behavior.

The basic objective of psychological research in the field of organizational behavior is to enhance the job performance of employees in the organization. However, performance has been defined operationally in different ways. Campbell, McCloy, Oppler, and Sager (1993) define work performance as employee controlled behavior that is relevant to organizational goals. Inherent in this definition are two characteristics of work performance. First, performance is multidimensional. That is there are no single performance variable, but different types of work behavior relevant to organizations in most contexts. Second, performance is behavior, not necessary results. Performance must be behavior that is under the control of the employee.

Performance has often received little attribution, and has been defined as that which is to be predicted, "the dependent variable, or the effectiveness and value of work behavior and its outcomes" (Society for Industrial and Organizational Psychology, 1987, p.39). Recently Campbell and his colleagues have proposed a "theory of job performance" that hypothesize that this construct comprises eight major dimensions, each of which consists several more-specific features as well (Campbell, Gasser & Oswald, 1996; Campbell, McCloy, Oppler, & Sager, 1993).

Campbell, McCloy, Oppler, and Sager (1993) defined performance broadly as goal relevant actions that are under the control of individual regardless of whether they are cognitive, motor, psychomotor or interpersonal.

The eight general factors are listed below-

1. *Job specific task proficiency.* Those behaviors that are related to technical or core tasks and are central to the job. These define the substantive content of what gets done by computer programmers, college professors, carpenters, and so on.

2. *Task proficiency of non-job specific nature.* These include those that people across jobs are often required to perform in organizations. For example, in many work places, all individuals are required to keep the work place clean and to be watchful for unsafe conditions.

3. *Written and oral communication.* Many jobs require that individuals be proficient in various types of communication.

4. *Demonstrative effort.* People in most jobs are required to demonstrate effort, in that they must commit themselves to the performance of work tasks, exert a high degree of effort, and persist in effort.

5. *Personal discipline.* People must also exercise a degree of personal discipline in that they are required to arrive at work on time, avoid substances abuse problems, and abide by company rules and policies.

6. *Facilitate peer and team performance.* In many jobs an important element of performance is the degree to which workers facilitate peer and team performance. This factor is very similar to the concept of organizational citizenship behavior (Organ, 1988), which includes behavior related to helping colleagues with work related and personal problems serving as a role model, and promoting participation of colleague in the organization's work.

7. *Supervisory/Leadership behavior.* It is directed at the behavior of subordinates.

8. *Management and administrative tasks.* It includes those tasks that help to manage, report or define what an organization does without direct interaction with subordinates.

The work done by Campbell, McCloy, Oppler and Sager (1993) on the nature of job performance is quite similar to the Position Analysis Questionnaire (PAQ) developed by McCormick, Jeannert and Mecham (1972) as theory of the structure of work. Campbell, McCloy, Oppler and Sager (1993) and McCormick, Jeannert and Mecham (1972) recognize that some aspects of their model will not apply to all jobs.

There is some dissimilarity between these two approaches. McCormick Jeannert and Mecham (1972) have deliberately avoided the use of job-specific tasks, because they were interested in producing an instrument that would be generally useful across all jobs. McCloy, Oppler and Sager (1993, 1996) define much of what as job specific, non-job specific task proficiency appears in the input, and work output sections of the PAQ. McCloy, Oppler and Sager 's (1993) dimension and PAQ sections and items also differ in that McCloy, Oppler and Sager 's (1993) demonstrating effort and maintaining personal discipline are not directly measured in the PAQ. A brief comparison between two approaches is given below.

*A Comparison of the position analysis questionnaire (PAQ) and Campbell et al.'s theory of performance*

McCloy, Oppler, & Sager (1993)	McCormick Jeannert, & Mecham (1972)
1. Job Specific task proficiency	A
2. Non-job specific task proficiency	A
3. Written and Oral Communication	1. Communication: Oral & Written
4. Demonstrating Effort	2. Job demands, Job structure
5. Maintaining personal discipline	3. Responsibility, work Schedule, job demands, apparel worn, supervision received
6. Facilitating peer and Team performance	4. Personal and social aspects, job required personal contact
<b>Other Organizational Activity</b>	5. Supervision and Coordination, Personal and Social aspect
7. Supervisor/Leadership	6. Mental Processes: Decision making, Planning, Information processing
8. Management/Administrative	

*Note: "A" means PAQ develops sought to exclude items that were job specific (McCormick et al., 1972). Much of the input section and a large amount of the work output tasks in the PAQ relate to task proficiency, both job specific, and non-job specific as defined by Campbell et al. (1993).*

Another model of job performance has been proposed by Murphy (1990). Although this model was specifically developed to facilitate an understanding of job performance in the military, it still has considerable relevance for many civilian jobs

as well. Murphy's (1990) model breaks performance down into four dimensions instead of eight. The first of these is labeled task-oriented behaviors, which closely mirrors the job-specific task proficiency dimension from Campbell's (1990) model. It is also reasonable to assume, for supervisory jobs, that this would include the dimensions related to supervisory / leadership and management / administration. In essence, this represents performing the major tasks associated with one's job. The second dimension is labeled interpersonally oriented behaviors, which represents that all interpersonal transactions in the work place are task related. To the extent that this is the case, this dimension mirrors facilitating peer and team performance in Campbell's (1990) model. The third dimension is labeled as downtime behaviors and represents behaviors that lead the job incumbent to be absent from the work site. This would include things such as drug and alcohol abuse. A closely related set of behaviors is included in the fourth category, labeled destructive / hazardous behaviors. These would include such things as safety violations, accidents and even sabotage. These dimensions are more closely related to the dimension of maintaining personal discipline in Campbell's (1990) model.

Compared to Campbell's (1990, 1994) eight dimensions model, Murphy's (1990) four-dimension model is somewhat less useful for two reasons. First, Murphy's model was created very specifically to explain job performance among U.S. Navy personnel. Campbell's objective was to describe performance in a broader spectrum of jobs, although his model could certainly be used to describe job performance among military personnel. Second, the performance dimensions described by Murphy are considerably broader than those described by Campbell.

Another important way of modeling job performance comes from Organ's (1977, 1994) work on OCB. The reason due to which OCB is considered part of job performance by some authors is that many forms of citizenship behaviors fit very well into both of the models of job performance demonstrating effort, maintaining personal discipline, and facilitating peer performance. In Murphy's (1990) model, OCB could basically fit into any dimension except task-oriented behaviors.

***Performance measurement.*** In most research on job performance, ratings by the supervisors, peers and subordinate as well as self-ratings have been used to



measure performance. This has been partly a matter of convenience, except, rating performance is also measured by outcomes of work (e.g. products, sales), job samples, withdrawal behavior (tardiness, absence, turnover, "bad" attitudes), and customer satisfaction. Some or all of these outcomes measures can be assessed using rating measures as well. For example supervisors could be asked to assess aspects of customer service or withdrawal behavior.

The use of job sample-specially constructed job tasks that allow for the measurement of work process and outcome (Gren & Wigor, 1991)-usually does not allow for the performance of the full array of job tasks, necessitating a sampling from the domain of job tasks.

In some organization and for some jobs only attendance behavior is relevant. (Hulin, 1991; Hulin, Roznowski, & Hachiya, 1985) has argued that tardiness, absence and turnover are parts of general process of withdrawal from an organization that may begin with individual predisposition and job attitudes. It matches with effort and personal discipline dimension of Campbell, McCloy, Oppler, and Sager (1993).

Finally customer satisfaction (Fireman, 1995; Schneider, Parkington & Buxton, 1980) is increasingly used as a measure of employee performance. But all these dimensions are partially or not under the control of the workers as Campbell, McCloy, Oppler, and Sager (1993) define job performance as goal relevant actions that are under the control of the individual, whether they are cognitive, motor, psychomotor or interpersonal.

***Studies on Construct of Performance.*** The most extensive effort directed toward understanding the nature of underlying performance construct is represented by the US army's selection and classification "project A", which was conducted by the army research institute and a group of research firms during the 1980s. Campbell, McHenry, Wise (1990) describe the effort to develop job performance measures of overall measures of performance and promotability, five measures of combat readiness, six personnel file measures (e.g., awards, disciplinary actions, training course), and additional file information. They developed a set of job specific measures, including BARS training achievement test performance, rating on the job samples and self-report of job experiences for each nine different jobs. The general

procedure used to develop these measures included a literature review, job analysis, conceptual development, scale revision, field-testing and managerial review.

The project A data provides an excellent opportunity to examine the underlying nature of performance. Campbell, McHenry, and Wise (1990) have given different dimension underlying across nine different jobs. The five dimensions are core technical proficiency, general soldiering proficiency, effort and leadership effort and leadership, personal discipline, physical fitness and military bearing. These dimension missed communication, supervisory, and managerial dimension of Campbell, McCloy, Oppler, and Sager's (1993) analysis. Several studied concerning jet mechanics, conducted for US air force, involved an exploration of the dimensionality of job performance (Lance, Teachout, & Donnelly, 1992; Vance, Covert, MacCallum & Hedge, 1989; Vance, Covert, MacCallum & Hedge, 1988). Thus Campbell *et al.*'s (1993) theory of job performance provides a multidimensionality view of both the KSAO and performance dimension constitute the mediating processes between individual differences (KSAO) and situational variable on the one hand and performance components on the other.

In personnel selection research, psychologists are concerned with the relationship between KSAO and performance constructs. The concern may be depicted diagrammatically as shown below.

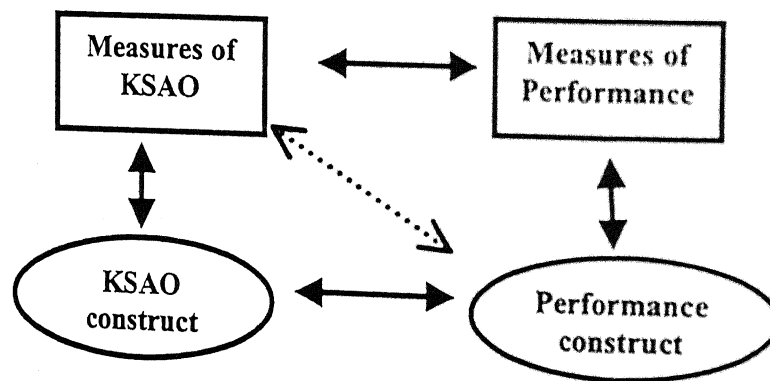


Figure 2. Showing the inferences involved in investigation of ability-performance linkages in selection research: Source: Adapted from Binning and Barrett (1989).

While studying job performance, it is differentiated from contextual performance or extra role behavior, and job performance also referred to as task performance or in-role behavior. Borman and Motowidlo (1993) distinguished between task performance and contextual performance.

Task performance includes two classes of behavior. One contents of the activities that directly transform raw materials into the goods and services that the organization produces. The other class consists of activities that provide service and maintain the technical core by replenishing its supply of raw materials distributing its finished products: providing important planning, coordination, supervisory and staff functions that enable it to function effectively and efficiently.

In contrast, contextual performance behaviors do not support the technical core itself as much as they support the broader organizational, social and psychological environment in which the technical core must function. Borman and Motowidlo (1993) identified five categories of contextual performance. These categories are (a) volunteering to carry out task activities that are not formally part of the job; (b) persisting with extra enthusiasm when necessary to complete own task activities successfully; (c) helping and cooperating with others; (d) following organizational rules and procedures even when it is personally inconvenient; and endorsing, supporting, and defending organizational objectives. Thus task performance is role prescribed (Katz & Kahn, 1978), but contextual performance is more typically discretionary. Task performance includes primarily the two task dimension in Campbell, McHenry and Wise (1990) performance model along with elements of written and oral communication, supervision leadership, and management and administration, contextual performance includes many of the elements of other dimension in Campbell's model.

#### ***Empirical Studies of In-Role Behavior With Other Variables in the Present Work***

*Impression Management.* The work done by Campbell, McCloy, Oppler, and Sager (1993) provides useful framework for studying the performance construct and knowledge, Skill, Ability and Others (KSAOs)-performance relationships. The relationship between impression management-job performances is not explored. Nevertheless, as we know that impression management tactics works in enhancing

one's image of a good organizational citizen that indirectly contributes to the employees' job performance. Leary and Kowalski (1990) noted that employee would engage in impression management behavior to facilitate the achievement of a "good organizational citizen" image.

Ralston and Elsa's (1989) noted that individual react to political environments by increasing their use of impression management tactics, when individual perceives organizational processes such as rule enforcement, performance appraisal and advancement decisions become politicized and subjective. It is also possible that individual will be more likely to engage in impression management behavior when his in-role performance is suffering. When he does not complete in-role assignments, he engages in impression management tactics to enhance his organization image of loyal and committed employee.

Impression management behavior is considered positive only when employees are really committed to their work which helps in positive performance appraisal for promotion, advancement etc.

*Emotional Intelligence (EI).* It has been seen that job performance is determined by the technical proficiency (Campbell, McCloy, Oppler, & Sager, 1993). Nevertheless, Goleman (1998) stated that IQ and technical skills are important but emotional intelligence is the *sine qua non* of leadership. Research shows that IQ alone explains little of achievement at work or in life. When IQ test scores are correlated with how well people perform in their careers, the highest estimate of how much difference IQ accounts for is about 25 percent. A careful analysis suggests that more accurate figures may be no higher than 10 percent, and perhaps as low as 4 percent. At the top executive levels, everyone needs cognitive skills, to a certain extent, but being better at them does not make a star leader. Rather, emotional competence makes the crucial difference between mediocre and the best. In this regard, Goldman (1998) commented that for performance in all jobs, in every field, emotional competence is twice as important as purely cognitive abilities. For success at highest levels, in leadership positions, emotional intelligence accounts for virtually the entire advantage.

*Background Variables.* The relationship between job performance and age is an issue of increasing importance. There is a widespread belief that job performance declines with increasing age. It is assumed that individual's skills particularly speed, agility, strength and coordination decay over time and that prolonged job boredom and lack of intellectual stimulation all contributes to reduced job performance. Some research findings suggest that age and job performance are unrelated (McEvoy & Cascio, 1989).

It is also controversial that whether women perform as well on the job as men do. There are, for instance, no consistent male-female differences in problem solving ability, analytical skills, competitive drive, motivation, sociability, or learning ability (Eagly & Carli, 1981; Hyde, 1981; Chance, 1988).

Psychological studies have found that women are more willing to confirm to authority and that men are more aggressive and have more expectations of success than women, but those differences are minor. Now it has been thought that there is no significant difference in job productivity between men and women due to the increasing female participation rates in the workplace.

The effect of marital status on productivity is not clear in research, but it has been consistently showed that married people are more satisfied, have absence and undergo low turnover.

There is positive relationship found between job performance and seniority (Tenure) because of greater work experience and skill.

*Locus of Control.* Locus of control as a personality attribute classifies people into internals and externals. Internals believe that they are masters of their own fate. Other people (externals) believe that their lives as being controlled by outside forces. Spector (1982) studied employee's behavior in organization as function of locus of control. Research finding shows that externals are less involved on their jobs than internals. Internals search more actively for information before making a decision, are more motivated to achieve and make greater attempt to control their environment. In addition internals are more suited to jobs that require initiative and independence of action.

*Self-management.* Self-management skills are seen as crucial for the future managerial careers (Allred, Snow, & Miles, 1996) and for the success of human resources development professional in cross cultural research situations (Marquardt & Engle, 1993). Research in the area of self-management shows the important link with managerial effectiveness (Luthans & Davis, 1979) and on the job performance. Individual manage their own behaviors by setting personal standards, evaluating their own performance and by self-administering the consequences based on their self-evaluations. Thus self-management increases the on the job performance of employees in the organizations. Manz (1986) focused on self-leadership as an expanded view of self-control system within organization. Self-leadership view includes self-imposed strategies for managing performance of tasks of low intrinsic motivational potential and self-influence capitalize on the "natural/intrinsic" motivational value of task activity.

Hollenbeck and Brief (1987) argued that few field studies have been directly designed to investigate the relationship of self-regulation models to the critical organizational outcomes of job performance, employee satisfaction and turnover.

In organizational setting, Latham and Frayne (1989) demonstrated that a self-management training program increased subsequent job attendance of trainees. Gist, Bavetta and Stevens (1990) found that self-management trainees to exhibit higher rates of skill generalization and higher overall performance levels on the transfer task even the effects of outcome goal level were controlled. Gist, Stevens and Bavetta (1991) examined the effects of trainees' self-efficacy and two post training interventions (goal setting and self-management) on skill acquisition and maintenance. The finding shows that self-management training attenuated the relationship of self-efficacy to performance.

*Social Power.* Power is the function of dependency. Superior may have power over their subordinates due to their expertise, coercion, reward, and referent etc basis of power. Power is not directly related to job performance but it helps in performing in-role behavior by employees' though proper guidance and direction at work place. Power has been viewed as functional in the hands of managers who use it in pursuit of collective, organizational goals and dysfunctional in the hand of those who

challenge those goals and seek to promote self-interest. Power has been viewed as means by which legitimacy is created and as the incarnation of illegitimate action. Power has been equated with formal organizational arrangements in which legitimacy is embedded, and as the informal actions that influence organizational outcomes (Clegg, Hardy, & Nord, 1996).

In his discussion of bureaucracy Weber (1947) suggested that a strict hierarchy of authority leads to greater efficiency. Tannenbaum and Massarik (1950) and Worthy (1950) have pointed out how important the allocation of power is in an organization, and have suggested that one implication of a decentralized power structure for organization is higher morale.

*Ingratiation.* Ingratiation is usually defined as political tactic employees use further their personal interest, often at the expense of their employing organization (Wortman & Linsenmier, 1977). This statement implies that ingratiation is opposite to individual and organizational performance. However, Fandt and Ferris (1990) noted that some self-interested behavior on the part of employees may be beneficial to their organization and some pro-social behavior may benefit individuals.

*Job Satisfaction.* It is widely believed that job satisfaction and job performance are strongly correlated, because happy worker is a productive worker. However, most of the research on the nature of relationship between two variables has not yielded convincing evidence that such a relationship exists to the degree most managers believe. Numerous lengthy and seemingly comprehensive reviews (e.g., Brayfield & Crockett, 1955; Vroom, 1964; Schwab & Cummings, 1970; Iaffaldano and Muchinsky, 1985; and Petty, McGee & Cavender, 1984) have all reported studies which attempted to show such a relationship, but only a few of these studies report relationship that reach either statistical or practical significance. Indeed, Vroom (1964) concluded that the correlation between satisfaction and performance is .14 has elicited much agreement from other reviews and appears to describe the degree to which satisfaction and performance related.

*Personal Effectiveness.* According to Campbell (1990), job performance can be distinguished from effectiveness. Effectiveness is defined as the evaluation of the results of an employee's job performance. This is an important distinction to make

because more than just employee performance determines effectiveness. For Example, it is possible for an employee to perform very well but receive a poor performance rating (a measure of effectiveness) because he or she does not *get along* well with the person providing the rating.

*Organizational Commitment.* Many aspects of work performance can be assessed (e.g., attendance at work, performance of assigned duties, OCB). Several studies showed that affective commitment is positively related to attendance (Mathieu & Zajac, 1990; Meyer, Allen, & Smith, 1993; Hackett, Bycio, & Hausdorf, 1994; Gellatly, 1995; Somers, 1995). Affective commitment has been found to be negatively related with voluntary absences (over which he has control).

Results of several studies suggests that overall employees with strong affective commitment to the organization work harder at their jobs and perform them better than do those with weak commitment. Many of these findings are based on employee reports of their own behavior. Significant positive relations have also been reported between employees' affective commitment and their supervisor's ratings of their potential for promotion (Meyer, Paunonen, Gellatly, Goffin & Jackson, 1989) and their overall performance on the job (Konovsky & Cropanzano, 1991; Meyer & Schoorman, 1992; Paunonen, Gellatly, Goffin & Jackson, 1989; Moorman, Nihon & Organ, 1993, Sager & Johnson, 1989). Like that strong affective commitment, employees with strong continuance commitment are more likely to stay with the organization than are those with weak commitment (Allen & Meyer, 1996).

Several researchers have reported non-significant correlation between continuance commitment and various performance measures (Angle & Lawson, 1994; Moorman, Nihon & Organ, 1993). Negative correlations have also been observed between continuance commitment and supervisor ratings of potential for promotion (Meyer *et al.*, 1989) and overall job performance (Konovsky & Cropanzano, 1991; Paunonen, Gellatly, Goffin & Jackson, 1989).

Only a few studies have examined normative commitment and in-role performance indicators. Relations are parallel to, albeit weaker than, those found with affective commitment. Normative commitment has been positively correlated with



various self-report measures of work effort (Randall, Fedor, & Longenecker, 1990) and with self-report measures of overall performance (Ashforth & Sakes, 1996).

*General Health.* Organizational commitment has been examined as moderator variables in several studies as well as antecedent. Jamal (1984) in a study argued that employees who are highly committed to their employing organizations and profession should not react as negatively to stressors as those who are less committed. He argued that employees who are highly committed to their employing organizations have a higher level of trust and are more loyal. As a result, they are more likely to cope with stressors in a way that does not adversely affect performance.

Organizational commitment had a strong moderating effect on the relationship between role overload and job performance. Organizational commitment also moderated the performance-related effects of role ambiguity and role conflict, although to a lesser degree.

*Perceived Job Mobility.* In a paper, Hui, Law and Chen (1999) argued that perceived job mobility might not result in low in-role performance for at least two reasons. First perceived job mobility does mean that an employee is going to withdraw from the job. For example even employee may perceive high job mobility but may enjoy his job. Second, there may be some organizational constraints on performing and maintaining in-role performance than on extra-role performance. Thus even one perceives oneself as having job mobility, one may reduce extra role but not in-role performance. The results were consistent with hypothesis that perceived job mobility has a minimal effect on in-role performance.

*Organizational Effectiveness.* Job performance is directly correlated with overall organizational effectiveness. Barnard (1938) regarded motives of individual participating in organization as critical determinant of effectiveness. Only if these were satisfied, could the organization continue to operate (Georgious, 1973). Organizational success was not viewed in terms of goals being achieved but rather through its capacity to survive, through being able to gain enough contribution from the members by providing sufficient rewards or incentives. Georgious (1977) found that adequate incentives mediate between the relationship of job performance and organizational effectiveness. Cummings (1977) argued that effective organization is

one in which the greatest percentage of participants perceive themselves as free to use the organization and its subsystem as instruments for their own ends. It is argued that the greater the degree of perceived organizational instrumentality by each participant the more effective the organization. Thus organizational effectiveness is the function of individual involvement, effectiveness, and commitment to their job. But Etzioni (1961, 1975) has demonstrated that people's involvement in organizations can be alienative, calculative or moral.

*Organizational productivity.* Productivity is closely related to effectiveness. The difference is that productivity takes into account the cost of achieving a given level of financial profit in a given year and thus would be equally effective. However, the organization that achieves this level of profit at the lower cost would be considered the most productive. This can also be seen at the individual level, when two employees have the same level of output, but one achieves this more efficiently than the other.

### ***Impression Management***

For a truly sincere and caring management system, it is necessary to differentiate between those who behave in a genuine way and those who only "show" a behavior that looks desirable but with a motive earned toward attainment of some other goal. Such behavior may be shown for the purpose of what has come to be known in the literature as the "Impression Management". An attempt is made to take a look at this variable in the following section.

The process by which individual attempt to control the impression other form of them is called impression management. It is a subject that has recently gained the attention of OB researchers. Social psychologists have described impression management as any behavior by a person that has the purpose of controlling or manipulating the attributions and impressions formed of that person by others (Tedeschi & Reiss, 1981) and as behaviors initiated by a source to establish a particular identity or 'shape others' attributions of the actors' dispositions (Jones & Pittman, 1982).

Impression management behaviors have been discussed in a variety of contexts. These include interviewing (Stevens & Kristof, 1995); performance

appraisal (Wayne & Ferris, 1990; Wayne & Liden, 1995); leadership (Wayne & Green, 1993); careers (Feldman & Klich, 1991); feedback seeking (Ashford & Northraft, 1992); and information seeking (Morrison & Bies, 1991). Recently, an impression management perspective has been applied to number of research areas within organizational behavior and human resource management (Giacalone & Rosenfeld, 1989). Employees and supervisors engage in impression management behavior in workplace.

Impression management theorist suggests that primary human motive, both inside and outside of organizations, is to be viewed by others in a favorable light and avoid being negatively (Rosenfeld, Giacalone, & Riordan, 1995). Although many individuals' associate negative connotations with impression management, recent writings have also recognized the value and positive outcomes related to these behaviors (Liden & Mitchell, 1998). As Leary and Kowalski (1990) emphasize that impression management theory does not imply that the impression management created by individuals is necessarily false. In other words, individual who seek to be viewed as dedicated to their companies may, indeed, truly be committed to their organization. Impression management theorist have identified many strategies that individual may employ in organizational setting (e.g., Tedeschi & Melburg, 1984; Jones & Pittman, 1982). The research findings indicate that these tactics fall into five categories-

1. Ingratiation, where individual seek to be viewed as likeable.
2. Exemplification, in which people seek to be viewed as dedicated;
3. Intimidation, where individual seek to appear dangerous or threatening
4. Self-promotion, in which individuals hope to be seen as competent
5. Supplication, where people seek to be viewed as needy or in need of assistance

Bolino (1999) studied the relevance of various acts of impression management in relation to citizenship behavior. Many measures of impression management include specific behaviors that OCB researchers labels as citizenship behaviors. Wayne and Green (1993) studied the effect of leader-member exchange on impression management and OCB. They found that one form citizenship behavior,

altruism and one form of impression management; other focused were significantly related to leader-member exchange. Wayne and Ferris (1990) studied 24 impression management behaviors; on that basis he found three types of tactics: Job Focused, Self-Focused and Supervisory- Focused impression management behavior. They found that supervisory focused tactics affected supervisors' liking for subordinates, which in turn influenced exchange quality. Researchers in the area of impression management have interested in identifying the conditions under which, employees will behave opportunistically.

### ***Empirical Studies of Impression Management With Other Variables in the Present Work***

*Emotional Intelligence.* As we know impression management is the process by which individuals control their impression over others. It is argued that emotionally intelligent people are high in self-monitoring, and aware about their emotions, feelings, and behavior in relation to others. Researchers have found that high self-monitors were more likely to engage in information manipulation (Fandt & Ferris, 1990). Similarly, emotionally intelligent people are high in social skills, i.e. handling another person's emotions artfully. Therefore, emotional intelligence provides the ability to influence others and to persuade them in the direction of making positive impression management on others.

*Locus of Control.* Locus of control means that employees can have such a way as to maximize good outcomes and minimize the bad one; in other words that they are not a helpless pawn at the mercy of luck, fate and other uncontrollable forces. Individuals who are high internal locus of control would try to control their positive impression on significant others. It means that internal locus of control behavior would have positive relationship with impression management behavior. Research findings shows that persons scoring at external end of I-E dimension are indeed more likely to obey commands from authority figures than those scoring at the internal end. Persons scoring at internal end would try to control their own fate by influencing others.

*Self-Management Perceptions and Practices.* Self-management has many potential benefits for organizations. Significant attention has been devoted to a

previously neglected aspect of organizational behavior, the influence organization members exert over themselves (Manz, 1986). In organization literature, this process generally has been referred to as self-management (Andrasik & Heimberg, 1982; Luthans & Davis, 1979; Manz & Sims, 1980; Marx, 1982; Mills, 1983).

From above point of view self-management refers to the process of influencing one's self for achieving organizational and personal goals. As Charles Manz (1986) noted that 'Self-leadership' view is developed that includes (a) self imposed strategies for managing performances of tasks of low intrinsic motivational potential and (b) self-influence that capitalize on the "natural/intrinsic" motivational value of task activity.

In contrast to self-influence activity, impression management strategies are concerned with the power, influence and potential behavior. Specific techniques such as excuses, apologies, acclamation, flattery, favors etc can be used to exercise impression management techniques. Impression management behavior is driven by personal selfish goals by using power and influence strategies to change the actions of others.

We can conclude that self-management and impression management both utilizes influencing process, but in different direction. In self-management influences exerted over oneself while in impression management influence is exerted over others. In self-management, people enhance their professional and job skills while in impression management people enhance their "people skill" (interpersonal skill). Subordinates' use a number of upward influence strategies to obtain personal benefits or satisfy organizational goals (Allen, Madison, Porter, Renwick & Mayes, 1979; Kipnis, Schmidt, Wilkinson, 1980; Mowday, 1978).

*Social Power.* Power, influence, and political behaviors are ubiquitous in formal organizations (Kumar & Beyerlein, 1991). Power is the leader's stock-in-trade, the way that leaders extend their influence to others. It is somewhat different from authority because the higher management delegates authority. Power, on the one hand, is earned and gained by leaders on the basis of their personalities, activities and situations in which they operate. On the other hand, impression management involves the process of upward influence only in which attempt is made to influence someone

higher in formal hierarchy of authority in the organization (Porter, Allen, & Angle, 1983). Initial empirical work (e.g., Kipnis, Schmidt & Wilkinson, 1980) has shown that a majority of upward influence attempts are directed at immediate superiors. An examination of subordinate influence has been made in the performance evaluation process (Ferris & Judge, 1991; Ferris & King, 1991; Villanova & Bernardin, 1989). When one considers the many opportunities, rewards and threats in organizational settings and specifically through performance evaluation process, it seems quite reasonable to expect that people will find it advantageous to manage the impressions that others form of them, especially superiors who holds power at higher level. It has been shown that person who demonstrates ingratiating types of behaviors tend to receive favorable evaluations (e.g., Jones, 1964).

*Ingratiation.* Jones and Pittman (1982) identified ingratiation as one of the impression management strategies, in which people seek to be viewed likeable. Ingratiation is defined as an attempt by individual to increase their attractiveness in the eyes of others (Liden & Mitchell, 1988). Ingratiation may be used as impression management techniques. In this sense both concepts are intermingled with each other. Ingratiation behaviors are not always deceitful and illicit or driven by attempts to influence and/or make political gains. Ingratiation can simply be used in order to be liked by others.

*Job Satisfaction.* Job satisfaction has been studied in relation to OCB, but no study is available in relation to impression management.

*Personal Effectiveness.* Impression management motives are likely to influence personal effectiveness negatively. As Baumeister (1989) rightly noted that when individuals based upon impression management concerns, they are less able to devote their full attention to the task. Consequently, when employees are concerned with impression management, this concern frequently impairs their performance. For example who volunteer to assist on a task may be so concerned with their image they are unable to focus their attention on properly executing the task.

*Organizational Commitment.* Commitment is also an important concept in explaining behavior that are not formally rewarded or sanctioned by the organization, referred to as non-role behaviors. As with In-role behavior, non-role behaviors can

contribute to or detract from organizational effectiveness (Borman & Motowidlo). So that commitment relates to these types of behaviors would be a valuable contribution to literature. Furthermore, commitment may be particularly important in the predicting non-role behaviors (Schroll, 1981; Weiner, 1982), such as OCB and impression management.

*Organizational Effectiveness.* As we have seen that impression management motive is strongly related with OCB, and OCB increases organizational productivity and performance. On that basis, impression management theorist suggested that impression management motives are likely to have deleterious effect on the relationship between citizenship behaviors and organizations or work group effectiveness. For this, they suggested two reasons; first, as Baumeister (1989) argued when individuals undertake actions based on impression management concerns, they are less able to devote their full attention to the task. Consequently, when employees are concerned with impression management, this concern frequently impairs their performance. Second, individual may consciously invest less effort or expend less energy in carrying out the behavior. For example, employees who join a task force for impression management reasons will be more likely to show up for reasons and do the minimum required of them. Bolino (1999) hypothesized that impression management motives moderate the relationship between and organizational / work effectiveness, the relationship will be weaker, when impression management concerns are present.

Most of the effort and energy of both the behavioral scientist and management science practitioners was being invoked until recently in management and understanding of organizational dynamics using the perceptions of cognitive and conative approaches. It is heartening to note that the much-needed affective perceptions are now being adopted to understand, control, predict behavior in organizations. Inclusion of the construct of emotional intelligence represents this shift. The construct of emotional intelligence has been taken as one of the antecedents to other thrust variables and other organizationally relevant variables. We take a look at it in the section that follows now.

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### *Emotional Intelligence (EI)*

*Emotions at the Work Place.* Locke, in his monumental body of literature, defined job satisfaction as 'a pleasurable emotional state resulting from the appraisal of one's job or job experiences' (1976:1300). If we recognize that satisfaction is an emotional reaction, than obviously emotions have some role in stimulating citizenship behavior. Researchers have found job satisfaction as strong predictor of OCB. Campbell, McCloy, Oppler and Sager (1993) in their theory of job performance argued OCB as part of job performance. For performing a task successfully, you need some strong emotional tendencies like job satisfaction, commitment etc. Based on this assumption, it was planned to include emotional intelligence as one of the antecedents or moderators of OCB. Empathy is the key factor in emotional intelligence (Interpersonal intelligence). Social psychological literature on helping behavior shows that empathy is the main cause behind altruistic behavior, whether to gain pleasure or to remove distress. An individual experiencing positive emotions is more likely than a less happy person to engage in helpful acts only if acts are rewarding rather than costly (Cunningham, Steinberg, & Grev, 1980) or if others are present to encourage helpfulness (Cunningham, Shaffer, Barbee, Wolff, & Kelly, 1990). Sometimes negative emotion increases helping behavior. According to negative state relief model, helping behavior makes people feel good and those in a negative mood are motivated to do anything to make themselves feel better (Cialdini, Kendrick, & Bauman, 1982).

Emotions as an area of study received relatively little attention from organizational behavior researchers (Fineman, 1993, 1996). The specialized field industrial/organizational psychology has generally followed the path of its parent discipline in its neglect of emotions (Muchinsky, 2000). Ashforth and Humphrey (1995) commented that everyday emotions that are part of organizational routines have been surprisingly neglected given that they saturate the work place. This inattention to the emotional sub-context of organization is largely due to the long standing emphasis on rationality and more deliberate modes of performance in organizations (Domagalski, 1999). The emotional view holds that people are ruled



primarily by their emotions, which were considered negative and irrational, something to be managed so as not to interfere with rational organizational functioning. The effects of negative emotions (anger, anxiety, depression etc) on work behavior were particularly addressed at this time (Perrun & Frese, 1992). Only a few writers worked on positive emotions, like joy at work (Munsterberg, 1912) and zest (Hersey, 1951). Another fact for intellectual debasement of emotions is that history of psychology is dominated by the cognitive explanation of behavior. The focus on 'information', 'expectancies', 'demands', 'incentives', 'problem solving', 'decision making' and 'thinking' has tended to obscure emotions and feelings (Fineman, 1996). We now had a 'cognitive explanation' of traditional organizational topics as leadership, motivation, and performance appraisal. The information processor of the 1980s replaced the organizational man who was a rational decision-maker. However, in recent years, cognitive psychology also addressed itself to the study of emotions most conservatively through the 'hot' cognitions or by adding the influence of specific emotions (such as fear, anxiety, or anger) to models of the decision making process (Donahue & Ramesh, 1992). More radical perspective reconceptualize cognition as inseparable from emotion (Stein & Trabasso, 1992; Bloom & Bechwith, 1989; Howards, 1993; Ortony, Clore, & Collins, 1988). They explore the interplay of affect and cognition on performance appraisal in organizational setting, arguing that information processing models ignore the influence of the mood of the rater (which can influence attention and recall) and specific feelings triggered by the ratee's appearance, such as dress, hairstyle, race, gender. For these authors affect and cognition interact in managerial action and judgment.

In Post 1970s era, psychologists have paid greater attention to positive emotions, like fun at work (Abramis, 1987), mechanisms of pride (Frese, 1990), job enjoyment and happiness (Isen & Baron, 1991; Argyle & Martin, 1991). A mild shift in positive mood can, they contend, improve perception and decision making face to face bargaining (Carnevale & Isen, 1986), conflict resolution (Baron, 1993), performance appraisal (Brief & Motowidlo, 1986), absenteeism and labor turnover (George, 1990; 1991). The benefits of the "feel good" factor are echoed by Harrison

(1987) and Peters and Austin (1985), who say that love, empathy, verve, zest and enthusiasm are the sine qua non of managerial success and organizational excellence. In spite of the negligence of emotions, psychological constructs saturated with emotional overtones have emerged in our research, for example, job satisfaction and job stress.

Muchinsky (2000) stated that the time has come in organizational behavior to acknowledge emotions as a legitimate domain of scientific inquiry. Emotions should be studied as emotions, not just as the ancillary by-product of cognitive evaluation. Emotions or affective processes should be the independent domains of scientific psychological research (as cognitive and conative processes were earlier) not just as part of two others.

Earlier, Herbert Simon (1957) argued that when a person has too many alternatives to evaluate while solving a problem rationally, and a problem is defined as a state of confusion, uncertainty, or chaos, relevant information can be missed in making decisions. Therefore, rationality must be subjective or bounded (Simon, 1957). Sometimes it happens that managers allow their dislike of risk- the desire to "play it safe" to interfere with the desire to reach the best solutions. Herbert Simon (1957) referred this, as satisfying picking a course of action that is satisfactory or "good enough" under the circumstances. From this perspective, emotions and feelings are necessary appendages to reason (Mumby & Putnam, 1992). Cognition will follow their own paths but emotions stop them getting lost.

Therefore, the study of emotions in the work setting has a long history (Brief & Weiss, 2000), but the starting point for modern research on emotions in organizations seems to have been the sociologist Hochschild's (1983) seminal book on "Emotional Labor: The Managed Heart". This work inspired Rafaeli and Sutton's (1987, 1989) and Sutton and Rafaeli, (1988) that focused the attention of management scholar on emotional expression as part of the work role. Subsequently, trait affectivity (George and Brief, 1992; George, 1989, 1990, 1991), mood effects on behavior (Isen & BarOn, 1991) were highly influential topics in turning scholar's attention to the hotter and more transient side of affective experience at work place. Now finally, the work of Salovey and Mayor (1990), Gardner (1983) and Daniel

Goleman (1995, 1998) on "Emotional Intelligence" has focused researcher's attention on the role of emotions and emotional intelligence at work place. We all experience a full gamut of emotions in our lives; we need coping to shape our emotions, particularly the nasty emotions. Coping is what we do and think in an effort to manage stress and emotions associated with it. We can say emotional intelligence is also a way of coping with emotions and with situations in which they arouse, and emotions to perform better at work place.

*Major conceptualizations of emotional intelligence (EI)*

**1. Salovey and Mayor's (1990) ability model of EI.** In the very first definition of emotional intelligence Salovey and Mayor (1990) defined it as the subset of social intelligence that involves the ability to monitor one's own and other's feelings and emotions, discriminate among them and to use this information to guide one's thinking and actions. They further noted that EI is also a part of Gardner's view of social intelligence, which he refers to all the personal intelligences. Today the proponents of emotional intelligence say that the ability to handle stresses of modern workplace may be actually more important than intellectual competency of employees. Recently 15 articles in the American Psychologists (2000) discussed issues such as what enables happiness, the effects of autonomy discuss and self-regulation, how optimism and hope affect health, what constitutes wisdom, and how talent and creativity is important.

The concept of emotional intelligence can also be thought of as a force to strengthen the field of positive psychology at subjective level, which is about valuing subjective experiences: well being, contentment and satisfaction (in the past) hope and optimism (for the future) and flow and happiness (in present). At the individual level, it is about positive individual traits: the capacity to love and vocation, courage, interpersonal skill, aesthetic sensibility, perseverance, forgiveness, originality, future mindedness, spirituality, high talent and wisdom. At the group level, it is about the civic virtues and the institution that move individuals toward better citizenship: responsibility, nurturance, altruism, civility, moderation, tolerance and work ethic (Seligman & Csikszentmihalyi, 2000). Emotional intelligence can be thought of as the ability towards realizing the goals, put forward by positive psychology.

At formal level, the term EI was first coined by Yale psychologist Peter Salovey and John Mayor of the university of New Hampshire in the year 1990, to refer to the appraisal and expression of emotions in oneself and others, and regulation of emotion in a way that enhances living. Later Goleman (1995) popularized the term. However, at the conceptual level, David Wechsler (1958) seems to have talked about it much earlier, when he defined intelligence as *the aggregate or global capacity of individual to act purposefully, to think rationally, and to deal effectively with his/her environment*. Wechsler suggested that this definition include the ability to adapt to new situation and to cope with new life situation and to cope with life situation successfully. Within this broad definition, it is possible to juxtapose the notion of non-cognitive (emotional, personal, social) intelligence. Although he concentrated more on the "intellective" (or cognitive) aspects of intelligence, but he did not deny the existence or the importance of the non-cognitive components of the general intelligence. EI draws on a research tradition, which focuses on intelligent behavior in natural situations or practical intelligence (Neisser *et al.*, 1996; Sternberg & Wagner, 1993; Sternberg, Wagner, Williams, & Horvath, 1995; Wagner & Sternberg, 1985). The notion of emotional intelligence is based on several competencies and tendencies related to the experience of moods and emotions (one's own and those of others) that contribute to successful navigation of our social environments, and as such may be considered a subset of practical intelligence (Fox & Spector, 2000). Salovey and Mayor (1990) contend that there is a set of conceptually related processes involving emotional information, the mental processes that includes appraisal and expressing of emotions in the self and the others, regulations of emotions in the self and the others, and using emotions in adaptive ways.

The definition of EI should be in some way to connect emotions with intelligence, if the meanings of the two terms are to be preserved. Mayor and Salovey (1997) defined emotional intelligence as ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge and to reflectively regulate emotions so as to promote emotional and intellectual growth. This definition combines the ideas that emotions make thinking more intelligent and that emotions make thinking intelligently about emotions. Both

connect intelligence and emotions. In other words, emotional intelligence taps the extent to which people's cognitive capabilities are informed by emotions and the extent to which emotions are cognitively managed. Additionally, it should be pointed out that EI is distinct from predisposition to experience certain kinds of emotions captured by the personality traits of positive and negative affectivity (George, 1996; Tellegen, 1985).

There are at least four components of emotions discussed by Mayor, Salovey and their Colleagues (e.g., Mayor & Salovey, 1993, 1995, 1997; Mayor, Diapolo, Salovey, 1990; Salovey & Mayor, 1989-90, 1994; Salovey, Hsee, Mayor, 1993; Salovey, Mayor, Goldman, Turvey, Palfai, 1995). These components are described by Jennifer M. George (2000).

***Components of Emotional Intelligence.*** Based on the work of Mayor, Salovey and Colleagues (e.g., Mayer, Dipaolo, & Salovey, 1990; Mayor & Salovey, 1993, 1995, 1997; Salovey & Mayor, 1989-90, 1994; Salovey, Hsee, & Mayer, 1993; Salovey, Mayer, Goldman, Turvey, & Palfai, 1995). The components can be described in the following way.

<b><i>Appraisal &amp; Expression of Emotion</i></b>	<b><i>Use of Emotion to enhance cognitive processes</i></b>	<b><i>Knowledge about emotions</i></b>	<b><i>Management of emotions</i></b>
Aware of own emotions	Emotions' direct attention and signal focus	Knowing cause of emotions	Meta-regulation of mood reflection on the causes, appropriateness and changeability of emotions
Can accurately express own emotions	Emotions facilitate making choice	Knowing the consequences	
Awareness of other's emotions	Use of specific emotions to enhance certain kinds of cognitive processes	Knowing how emotions progress over time	Positive mood maintenance
Can accurately express others' emotion empathy	Use of shifts in emotions to promote flexibility		Negative mood repair or improvement
			Management of other's emotions

These four aspects are inter-linked, and work situationally for a person's emotionally intelligent functioning. For example, emotional awareness is necessary for their management; similarly empathy may contribute to being able to manage emotions in others. Goleman (1996) argued that self-control and delay of gratification underlie all human accomplishment.

**2. Goldman's (1998) mixed model concept of EI.** Goleman (1998) considered three domains of human excellence, in which first is IQ, second is expertise and third is EI. He argued that IQ alone at best leaves 75 percent of job success unexplained and at worst 96 per cent in other words it does not determine who succeeds and who fails. For example, a study Harvard student in the field of Law, Business, Medicine, and teaching found that scores on entrance exam- a surrogate for IQ- had zero or negative correlation with their eventual career success.

In addition to IQ and expertise, there is much more to the story when it comes to excellence. The third domain deals with emotional competencies (Intelligence), which are synergistic with cognitive ones. More complex the job, the more EI matters- only because of deficiency in these abilities can hinder the use of whatever technical expertise or intellect a person may have. In short out of control emotions can make smart people stupid.

Goleman (1998) further wrote that great divide in competencies lies between the mind and heart, or more technically, between cognition and emotion. Some competencies are purely cognitive, such as analytic reasoning or technical expertise. Others combine thought and feeling, which he calls, "emotional competencies". An emotional competence is learned capability based on emotional intelligence that results in outstanding performance at work...EI determines our potential for learning the practical skills that are based on its five elements: and twenty five emotional competencies, which may be seen as organized as follows:

#### ***Personal Competence***

- ***Self Awareness:*** Emotional awareness, Accurate Self assessment, Self-Confidence
- ***Self Regulation:*** Self control, Trustworthiness, Conscientiousness, Adaptability, Innovation

- **Motivation:** Achievement Drive, Commitment, Initiative, Optimism

### **Social Competence**

- **Empathy:** Understanding Others, Developing Others, Service orientation, Leveraging diversity, Political Awareness
- **Social Skills:** Influence, Communication, Conflict management, Leadership, Change Catalyst, Building Bonds, Collaboration and Cooperation, Team Capabilities

Goleman (1998) defined emotional intelligence as the capacity for recognizing our own emotions and others, for motivating ourselves and for managing emotions well in us and in our relationships. More recently, Goleman (2000) defined EI as the ability to manage ourselves and our relationships effectively, which consists of four fundamental capabilities: Self awareness, Self-management, Social Awareness, and Social Skills. Each capability, in turn, is composed of specific sets of competencies and their corresponding traits. This may be shown as follows:

<i><b>Self Awareness</b></i>	<i><b>Self-Management</b></i>	<i><b>Social Awareness</b></i>	<i><b>Social Skills</b></i>
<u><b>Emotional Self Awareness</b></u> The ability to read and understand your emotions as well as recognize their impact on work performance, relationship, and the like.	<u><b>Self control</b></u> Ability to keep disruptive emotions and impulses under control.	<u><b>Empathy</b></u> Skills at sensing other's emotions, understanding their perspective, and taking an active interest in their concern	<u><b>Visionary Leadership</b></u> The ability to take charge and inspire with a compelling vision.
<u><b>Accurate Self assessment</b></u> A realistic self evaluation of your strength and limitations	<u><b>Trustworthiness</b></u> A consistent display of honesty and integrity	<u><b>Organizational Awareness</b></u> The ability to read the currents of organizational life, build decision networks, and navigate politics	<u><b>Influence</b></u> The ability to wield range of persuasive tactics
<u><b>Self confidence</b></u> Strong and positive sense of self-worth	<u><b>Conscientiousness</b></u> The ability to manage yourself and your responsibilities	<u><b>Service Orientation:</b></u> The ability to recognize and meet customer's needs.	<u><b>Developing Others</b></u> The propensity to bolster the abilities of others through feedback & Guidance
	<u><b>Adaptability</b></u> Skill at adjusting t changing situations and overcoming obstacles		<u><b>Communication</b></u> Skill at listening, and at sending clear, convincing, and well tuned messages.
	<u><b>Achievement</b></u>		<u><b>Change Catalyst</b></u> Proficiency in initiating new ideas and

	<u><b>orientation</b></u> The drive to meet an intended standard of excellence <u><b>Initiatives</b></u> A readiness to size opportunities		leading people in a new direction. <u><b>Conflict Management</b></u> The ability to escalate disagreements and orchestrate resolutions <u><b>Building Bonds</b></u> Proficiency at cultivating and maintaining a web of relationship <u><b>Team work &amp; collaboration</b></u> Competence at promoting cooperation and building teams
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3. *BarOn's (1997) mixed model concept of EI.* According to BarOn (1997), broadly speaking, emotional intelligence addresses the emotional, personal, social, and survival dimensions of intelligence, which are often more important for daily functioning than the more cognitive aspects of intelligence. Emotional Intelligence is concerned with understanding oneself and others, relating to people, and adapting to and coping with the immediate surroundings, which increases one's ability to be more successful in dealing with one's environmental demands. Emotional intelligence is tactical (immediate functioning), while cognitive intelligence is strategic (long-term capacity). Emotional Intelligence helps to predict success because it refers how a person applies knowledge to immediate situation. In a way, to measure emotional intelligence is to measure one's "common sense" and ability to *get along* in the world.

BarOn (1997) has developed the BarOn Emotional Quotient Inventory (BarOn EQ-i). The BarOn EQ-i is a self-report measure of non-cognitive (emotional, social and personal) intelligence, composed of 133 brief items. BarOn has coined the term "Emotional Quotient".

BarOn (1997) has defined the concept of EI as an array of personal, emotional, and social competencies and skills that influence one's ability to succeed in coping with environmental demands and pressures. As such one EI is an important factor in determining one's ability to succeed in life and directly and influences one's general psychological well being (one's present mental condition or overall degree of



emotional health). BarOn used the term "Emotional Intelligence" to denote this construct for several reasons. Intelligence describes an aggregate of abilities, competencies and skills that represent a collection of knowledge used to cope with life effectively. The usage of the term "Intelligence" is similar to Wechsler's aforementioned definition of the term. The adjective emotional is employed to emphasize that this specific type of intelligence differs from cognitive intelligence. The competence and skills, which are the factorial components of the BarOn's definition of emotional intelligence and measured by the EQ-i, are as follows-

1. ***Intra-Personal Components.*** Emotional Self Awareness, Assertiveness, Self-Regard, Self-Actualization, Independence
2. ***Interpersonal Components.*** Empathy, Interpersonal Relationship, Social Responsibility
3. ***Adaptability Components.*** Problem Solving, Reality Testing, Flexibility
4. ***Stress Management Components.*** Stress Tolerance, Impulse Control
5. ***General Mood Components.*** Happiness, Optimism

***Topographic model of BarOn's conceptual models.*** The structure of conceptual model of emotional intelligence and emotional intelligence itself can be viewed from two different perspectives; one systematic and the other topographic like human anatomy. The systematic view is presented in above table, which focused on the arrangement of similar types of factors that logically and statistically fit together. The topographic approach juxtapose the factorial components of emotional intelligence according to a ranked order ranging from "core (or primary) factors" to "resultant (or higher-order) factors" that are connected by a group of "supporting (or secondary and auxiliary) factors". The topographic arrangement are presented below-

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**1. Core Factors**

Emotional Self-Awareness, Empathy, Assertiveness, Reality Resting, Impulse Control

**2. Supporting Factors**

Self-regard, Independence, Social responsibility, Optimism, Stress Tolerance, Flexibility

**3. Resultant Factors**

Problem Solving, Interpersonal Relationship, Self-Actualization, Happiness

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The three most important core factors of EI are emotional self-awareness (one's ability to express emotions and feelings), and empathy (one's ability to recognize, understand, and appreciate the feeling of others). Additional core factors that are no less essential to emotional intelligence are reality resting, (the ability to validate one's feeling, thoughts and ideas by examining the correspondence between what one's subjectivity experiencing and between what objectivity exists in reality) and impulse control (the ability to control one's feeling, urges and impulses).

These core factors lead to resultant factors, like more efficient problem solving (the ability to recognize and define problems as well as to generate and implement potentially affective solutions), interpersonal relationship (the ability to establish and maintain with others constructive relationships, characterized, by feelings of emotional closeness), and self-actualization (the ability to actualize one's potential and successfully accomplish that which one wants to and can achieve, and enjoys doing), which creates happiness (the ability to feel content and satisfied with oneself and with others to enjoy life).

The core and resultant factors are dependent upon the supporting factors. For example, Emotional Self-awareness is dependent upon self-regard (which includes knowledge of one's self and of one's emotions) and assertiveness depends upon positive self-regard and independence (which includes emotional independence as well as self-Actualization). It is extremely difficult for dependent and especially non-

assertive people to express their feelings to others. Furthermore, interpersonal relationship is dependent upon positive self-regard (which also includes the ability to accept and respect others, in addition to feeling that one is a responsible, cooperative and contributing member in one's social group). Additional supporting factors, like optimism, stress tolerance, combine with core factors like reality testing, and impulse control, to facilitate efficient problem solving. Lastly, Flexibility (the ability to adjust one's feelings, thoughts, and behavior to changing circumstances and situations) is another factor like problem solving, stress tolerance, and interpersonal relationship.

***Comparison of Mayor and Salovey's (1997), BarOn's (1997) and Goldman's (1995) Model of Emotional Intelligence.*** Recently Mayor, Salovey, and Caruso, (2000) analyzed all the three model of emotional intelligence, and classified them into two heads: (a) ***Ability Model*** of Emotional Intelligence (Mayor & Salovey, 1997); and (b) ***Mixed Model*** of Emotional Intelligence (BarOn, 1997; Goleman, 1995)

The following Table depicts the interaction between the three models, which divides personality components into three levels, primarily level, which is concerned with lower level specific processing (motivation, emotion, cognition), middle level functioning that is concern with the interaction between the lower levels areas, and those that represent upper level synthetic models of the intrapersonal and interpersonal social world.

<b><i>Levels</i></b>	<b><i>Purpose of System</i></b>		
High: Learned Models	Satisfying internal needs	Responding to the external world	
	Intrapersonal qualities	Interpersonal qualities	
	Ex. Understanding oneself	Ex. Knowing how to socialize	
Middle: Interactive functions	Ex. Block motives lead to anger	Emotional and Cognitive interactions	
		Ex. Understanding emotions	
Low: Biologically related mechanism	Motivational Directions	Emotional Qualities	Cognitive abilities
	Ex. Needing to eat	Ex. Being emotionally expressive	Ex. Ability to perceive patterns

In the above table, the three models represent emotional intelligence in different ways. Both BarOn (1997) and Goleman (1995) models are distributed across the various levels e.g. BarOn's adaptability skills (problem solving, reality testing and flexibility) primarily represent cognitive skills (lower right) whereas his interpersonal skills (interpersonal relationships, social responsibilities and empathy) primarily represent more synthetic interpersonal relatedness (upper right). In contrast to Goleman (1995) and BarOn (1997), Mayor and Salvoey's model (1997) fits within the emotions and cognitive interaction areas. The diagram shows in yet another way that central difference among models is that the mental ability model operates in a region defined by emotion and cognition whereas mixed models label a multitude of components as emotional intelligence.

#### *Applications of Emotional Intelligence*

**1. Helping Others.** Salovey, Hsee and Mayor (1993) discussed the EI and self-regulation of affect and its impact in the area of pro-social behavior, suggesting that at times, helping others may be usefully viewed as an affective self-regulatory strategy. There is a long history in social psychology of research concerning helping behavior and how they serve mood-regulatory strategies (see, Salovey, Mayor & Rosehan, 1991; Schaller & Cialdini, 1990). Positive feelings are thought to be maintained by helping others, and negative feelings are relieved by such behaviors. The positive mood maintenance hypothesis suggests that pleasant moods can be best maintained by engaging in altruistic behaviors because they foster pleasant feelings (Clark & Isen, 1982; Isen & Simmonds, 1978). Many experiments have demonstrated that this indeed seems to be the case. Subjects reported feeling better after helping experimenter by volunteering to participate.

Helping as a way of improving negative moods, the so-called negative state relief model (Cialdini & Kenrick, 1976) have received considerable support as well (Bauman, Cialdini, Kenrick, 1981; Manucia, Bauman & Cialdini, 1984). These findings are very important from the citizenship behavior's point of view, which is the main concern of the present research work.

**2. Leadership.** George (2000) suggested that feelings (moods and emotions) play a central role in the leadership process. She proposed that EI is the ability to understand and manage moods and emotions in self-others, contributes to effective leadership in organizations. She proposed that EI contributes to effective leadership by focusing on five essential elements of leadership effectiveness that are: (a) Development of Collective goals and objectives, (b) Instilling in others an appreciation of the importance of work activities, (c) Generating and Maintaining enthusiasm, confidence, optimism, cooperation, and trust, (d) Encouraging flexibility in decision making and change, and (e) Establishing and maintaining a meaningful identity for an organization.

George and Bettenhausen (1990) found that leader's positive mood was positively related to levels of pro-social behaviors performed by group members and negatively related to group turnover rates. Sosik and Megerian (1999) studied the self-awareness of managers as moderator between the relationship of emotional intelligence and transformational leadership behavior and managerial performance. Results indicated that correlation between EI components, leadership behavior and performance varied as a function of self-awareness of managers. Goleman (1998) rightly commented that IQ and technical skills are important but EI is the sine qua non of leadership. Goleman (2000) related EI with different style of leadership.

**3. Personnel Management.** Fox and Spector (2000) conceptualized EI as competencies that may enable people to use emotions advantageously to achieve desired outcomes. Measures of three components of EI (empathy, self-regulation of mood, and self-presentations) as well as affective traits (positive and negative affectivity) and general and practical intelligence were related to a major facet of work success, job interview performance.

The term Human Capital Profiling has become popular in emphasizing the trend that how significantly their people contribute to operational performance of organizations. People are considered bricks and mortar of today's enterprise. HR professional and psychologists can better utilize human capital audit by making "soft

stuff" (people's skill, experience, intellect etc) into measurable terms, made hard so that we can begin to manage from a value added human capital structure. The idea of conducting a human capital audit is to profile the corporate position, providing a behavioral and emotional balance sheet so that we can conduct a strategic assessment of our human capital position, strengths, weaknesses, opportunities and threats. Profiling emotional intelligence skills aids in the following areas (Jain & Sinha, 1999)- (a) Recruitment / Selection / Retention (b) Building High Performance Teams (c) Assessing the impact and guiding organizational restructuring (d) Career Development, Training, and Education.

Conducting an emotional intelligence or more specifically an emotional intelligence audit allows the company to profile and understand what skill sets are associated with high performance. According to Steven Stein (1998), emotional Intelligence is significantly and highly correlated with job performance, while cognitive intelligence has shown low and insignificant correlation with performance in the work place.

BarOn's (1997) multi-factorial model is related to potential for performance, rather than performance itself (i.e. the potential to succeed rather than success itself; it is process oriented, rather than outcome oriented).

4. ***Job Satisfaction.*** Fisher (2000) linked emotions and moods with job satisfaction, which is, defined as affective responses to one's job, but is usually measured largely as a cognitive evaluation of job features. Fisher found that measures of real time mood and emotions at work were related to job satisfaction. Positive and negative emotions contributed to unique variance to the prediction of overall job satisfaction.

Psychologists recognize that general intelligence (IQ) predicts some aspects of success, defined as academic achievement and occupational status. General intelligence is often said to account for between 10% to 20% such success, leaving about 80% to 90% of it to be explained by other factors. As BarOn (1997) rightly

stated that truly intelligent human being is the one who is not only "cogtelligent" (Cognitively intelligent) but also "emtelligent" (emotionally intelligent).

### ***Some Studies Relating Emotional Intelligence with the Other Variables in the Present Research***

*Background Variables.* Goleman (1998) said that neither women nor men are smarter or superior to each other when it comes to EI. Each one has a personal profile of strength and weakness to handle distress; others may be quite aware of the subtlest shifts in our own moods, yet be inept socially. An analysis of emotional intelligence in thousands of men and women found that women, on average, are more adept interpersonally. Men, on the other hand, are more self-confident and optimistic, adapt more easily and handle stress better.

In general, however, there are four more similarities than differences. Some men are empathic and interpersonally sensitive, while some women are as able to withstand stress as most emotionally resilient men are. Looking at the overall ratings for men and women, the strengths and weaknesses averaged out, there are no sex differences in terms of total emotional intelligence

Our level of emotional intelligence is not fixed genetically, nor does it develop only in early childhood. Unlike IQ, which changes little after our teen years, EI reaches at its peak in our middle age.

*Work Locus of Control.* Researcher could not find any empirical study on the relationship between locus of work control and emotional intelligence.

*Self-Management Perceptions and Practices.* Self-Management has also been understood as self-regulation, Goleman (1998) conceived self-regulation or self-management as component of emotional intelligence. Emotional self-regulation means managing impulses as well as distressing feelings, which depends on the working of the emotional centers in tandem with the brain's executive centers in the prefrontal areas. These two primal skills handling impulses and dealing with upsets are at the core of five emotional competencies- (a) Self-control, (b) Trustworthiness (c) Conscientiousness (d) Adaptability, and (e) Innovation.

Fox and Spector (2000) commented that industrial/organizational psychologists have long been interested in the relationship between intelligence and work success. In addition to the knowledge, skill and abilities traditionally associated with task performance; success in today's work organizations may require a more personal configuration of competencies, such as self -management, self-presentation, empathy and interpersonal sensitivity. This set of competence deals with recognition, regulation and expression of moods and emotions.

Recently, Goleman (2000) conceptualized self-management as part of EI. Self-management comprises self-control, trustworthiness, conscientiousness, adaptability, achievement-orientation, and initiative. Goleman (1995) says EI involves self-control, zeal and persistence and the ability to motivate oneself. He defined self -control as the ability to keep disruptive emotions and impulses under control.

Self-management, self-regulation, or self-control is the part of the concept of emotional intelligence. Self-regulation of moods and emotions is essential part of leadership and managerial functions. Goleman (1998) stated that all people who are in control of their feelings and impulses that is people, who are reasonable, are able to create environment of trust and fairness.

*Social Power.* As such there is no empirical work on the relationship between emotional intelligence and social power, but work has been done on leadership style and emotional intelligence (Goleman, 2000). The research found six distinct leadership styles, each springing from different component of EI. The style taken individually, appear to have a direct and unique impact on the working atmosphere of a company, a division, or a team, and in turn, on its financial performance. Goleman divides leadership styles into six categories and relates with different components of emotional intelligence



<i>Leadership Styles</i>	<i>Underlying Components of Emotional Intelligence in Each Style</i>
Coercive Leader- demand immediate compliance	Drive to achieve, initiative & Self-control
Authoritative Leader- mobilize people toward a vision	Self-confidence, empathy, change catalyst
Affiliative Leaders- emotional bonds and harmony	Empathy, building relationship, communication
Democratic leaders- build consensus through participation	Collaboration, team leadership, communication
Pacesetting leaders-excellence and self-direction	Conscientiousness, drive to achieve, initiative
Coaching Leaders-develop people for future	Developing others, empathy, self-awareness.

*Ingratiation.* The emotional competence emerges as a hallmark of superior performers, particularly, among supervisors, managers and executives (Boyatzis, 1982). The stratagems used by top performers include impression management; appeal to reasons and facts, dramatic arguments or actions, building coalitions and behind scene support, emphasizing key information etc.

Empathy is crucial for wielding influence; it is difficult to have a positive impact on others without first sensing how they feel and understanding their position. People who are at reading emotional cues and inept at social interactions are very poor at influence (Goleman, 1998). Impression management and ingratiation are useful techniques on others to achieve some desired goals.

*Job Satisfaction.* In a very recent research, Fisher (2000) found that mood and emotion at work were related to job satisfaction. It was found that mood, positive emotions and negative emotions were all significantly related to overall job satisfaction. Positive and Negative emotions measures would each contribute unique variance to the prediction of overall job satisfaction, and affect particularly positive emotion contributed beyond the facet satisfaction to the prediction of overall satisfaction. Jain and Sinha (2002) found that the variable Controlled Problem Solving, a dimension of emotional intelligence was found to be the positive predictor of the job satisfaction as the criterion.

*Career Orientation.* No empirical study has been conducted yet in the knowledge of present researcher on the relationship of emotional intelligence and career orientation.

*Personal Effectiveness.* BarOn (1997) noted that emotional intelligence is related to potential for performance, rather than performance itself (i.e. the potential for succeed rather than success itself). Higgs and Dulewicz (2000) demonstrated a clear relationship between emotional intelligence and individual performance, using their recently developed emotional intelligence questionnaire (EIQ) as basis for clarification. The EIQ is the first model of its kind developed in Europe (Linkage inc. 2000/ei 2000 e/). It has already been realized that IQ does not account for significant amount of people's success (at work, home etc.). In a study, emotional intelligence (EQ-i) produced 45 percent of success, which included 1, 171 air force recruiters worldwide. The best most effective recruiters scored high on assertiveness, empathy, interpersonal relations, problem solving and optimism (BarOn, 1998). In another, study on engineers, "adaptability" factor of EQ-i was best predictor of star performing engineers, where it has been thought that emotional intelligence skills were irrelevant (BarOn, 1998). Recently, in a study, Jain and Sinha (2002) found that the dimensions of emotional intelligence, namely Assertiveness and Positive self-concept and Reality Awareness were found to be the positive predictors of the Personal Effectiveness as the criterion. Both predictors were found to be equally important in predicting the Personal Effectiveness.

*Trust and Commitment.* There are certain dimensions such as credibility and commitment, which are prerequisites of EQ at work. It has been observed that for effective management, an organization has to develop a culture of not just of commitment but of trust as well. Besides, there is a need for greater degree of decentralization in decision-making, sharing of power and teamwork among executives. This has been defined as the willingness of one individual to believe another individual. There are certain characteristics that enhance an individual's credibility (particular a manager's), trust, confidence, reliability, competence, character, intent, dynamism and personality. Credibility, one of the most important

characteristics for the effectiveness of supervisors, can enhance by his trustworthiness, in formativeness, dynamism, transparency, integrity and honesty.

Managerial effectiveness depends largely on the outcome of a series of decisions. EQ plays a vital role in the decision-making process and decision-making is a very important for organizational effectiveness.

In the Indian context, trust plays a vital role in the work place. It requires a high degree of emotional intelligence. Trust recognizes the vital necessity of human interdependence as you may find in a precarious situation.

Many interpersonal problems arise from a lack of basic trust at the work place. EQ competencies call for higher level of competencies. EQ offers guidance on how to deal with interpersonal trust. Interpersonal trust is one way to effective interpersonal communication. The level of trust develops as a function intrapersonal, interpersonal and organizational factors (Singh, 2001).

Goleman (1998) aligning with the goals of a group or organization writes that people with this competence readily make sacrifice to meet larger organizational goals, finds a sense of purpose in the larger mission, use the group's core values in making decisions and clarifying choices, and actively seek out opportunities to fulfill the group's mission.

The essence of commitment is making our goals and those of organizations one and the same. Commitment is emotional. We feel a strong attachment to our group's goal when they resonate strongly with our own. Those who value and embrace an organization's mission are willing not just to make an all out effort on its behalf, but to make personal sacrifices when needed. These are the staff that chooses to work late into night or over a weekend to get a project done on deadline, and the managers willing to leave town on few hours' notice when an urgent mission comes along (Goleman, 1998). Goleman regards commitment as integral part of EQ skills. The truly committed are willing to make short-term sacrifices if they are for the larger good of the group. In short, the committed are the patriots of a company, natural booster or "good soldier" (Smith, Organ & Near, 1983). OCB is linked with trust, commitment, and emotional intelligence in a significant manner.

In a study, Jain and Sinha (2002) found that emotional intelligence predicted the dimensions of organizational commitment, namely Sense of Attachment, Conditional Continuance Commitment, and Normative Commitment. Specifically, Reality Awareness dimension of emotional intelligence predicted Sense of Attachment and Normative Commitment positively where as Assertiveness and Positive Self-Concept dimension of emotional intelligence predicted Conditional Continuance Commitment negatively. They also found that the dimensions of emotional intelligence, namely Controlled Problem Solving, Reality Awareness, and Impulse Control were the positive predictors of the Vertical Trust as the criterion.

*Work Recognition.* Literature does not show any empirical proof regarding the study of emotional intelligence and work recognition.

*Reputational Effectiveness.* No empirical work could be found on the relationship between the reputational effectiveness and emotional intelligence. However, Jain and Sinha (2002) noted that two dimensions of emotional intelligence, namely Assertiveness and Positive self-concept and Reality Awareness, predict reputational effectiveness.

*General Health.* The ability to handle the stresses of the modern work place is actually more important than the intellectual competence of the employees, say the proponents of the emotional quotient (EQ). Based on a study of 100 bank employees by a Philippines university, those who were able to rely on their emotional well being scored significantly better on workplace conduct tests than those who scored who relied on intelligent alone. Slaski (2000) investigated the relationship between emotional intelligence, stress, health and performance at reducing stress and improving performance (Linkage inc., 2000).

In the newly discovered anatomical links between brain and body that connect our mental state with the physical health, the emotional centers play the critical role, with the richest web of connection to both the immune system and cardiovascular system. These biological ties explain why distressing feelings-sadness, frustration, anger, tension, intense anxiety double the risk that someone with heart disease may experience a dangerous decrease in blood flow to the heart within hours of having

these feelings. Such decrease can sometimes trigger a heart attack (Gullete *et al.*, 1997). In such cases, self-awareness, and self-control play crucial role in regulating such feelings. The principle of remaining calm, despite provocation apply to anyone who routinely faces obnoxious or agitated people on the job, like counselors and psychotherapists, flight attendants, managers and executives. In their study, Jain and Sinha (2001, 2002) found that the variable Positive Attitude about Life positively predicted the Sense of Accomplishment and Contribution, dimension of general health as the criterion. The variable Positive Attitude about Life and Assertiveness and Positive Self-Concept was found to be the positive predictors of the dimension Botheration Free Existence of general health as the criterion.

*Perceived Job Mobility.* Perceived job mobility represents an employee's assessment of the favorability of the external job environment. As such, no study has been conducted to see the relationship between emotional intelligence and perceived job mobility. Nevertheless, Law & Chen (1999) assumed that if a person tends to view life negatively, this person may be less likely to build effective work relationships with others and to perceive many job alternatives. The hypothesis was that negative affectivity inversely relates to employee's perceptions of mobility. The results didn't support the hypothesis, as correlation was significantly positive between two variables. It means negative affectivity positively influence perceived job mobility.

*Turnover.* Goleman (1998) stated that a deficit in emotional competencies carries a high price of turnover. Lyle Spencer estimates that the real cost to a company from the turnover of an employee are the equivalent of one full year of pay. When organizations lose many employees, even at low salary, the real costs can be substantial. In a study, at a global consumer beverage firm, when standard methods, which ignored emotional competence were used to hire division presidents, 50 percent employees left within two years (mostly because they were performing poorly) at a total search cost close to \$ 4 million. However, when the firm started to evaluate for competencies such as initiative, self-confidence, leadership, and the like, the retention rate was much greater with only 6 percent of new division presidents

leaving within two years (McClelland, 1997). In a study, at L'Oreal, the cosmetic giant, sales agents who were selected for their strength in emotional competence had 63 percent less turnover during their first year than did those whose selection disregarded competence profile. Among newly hired sales representatives at start up of a computer company, those hired for emotional competence were 90 percent more likely to finish their training than those hired on other criteria. In a study on Indian managers, Jain and Sinha (2002) found that the emotional intelligence dimension called Controlled Problem Solving negatively predicted the Turnover Intention as the criterion.

*Organizational Effectiveness.* Researchers tried to link EI with organizational effectiveness and pondered what makes an organization emotionally intelligent organization. An emotionally intelligent organization needs to come to terms with any disparities between the values it proclaims and those it lives. Clarity about an organization's values, spirit and mission leads to decisive self-confidence in corporate decision-making (Goleman, 1998). Just like a profile of strengths and weaknesses of a person, organizational competence profile can be mapped at every level, division by division, and down through each smaller unit to each working team.

Personnel resources and development center at the US office or personnel management, under the direction of Marilyn Gowing, assessed some of the most widely used organizational measures. To the question, to what extent do these surveys assess emotional intelligence at the organizational level; Gowing found "some amazing gaps" in what was measured. These gaps point to missed possibilities in thinking about what makes an organization effective and to ways of diagnosing performance lapses. Among the most notable gaps are the following (this is the list of key dimensions for organizational effectiveness matched on emotional competence at collective level).

- ***Emotional Self-awareness:*** getting a reading of emotional climate as it impacts performance:
- ***Achievement:*** scanning the environment for crucial data and opportunities for enterprise:

- ***Adaptability:*** flexibility in the face of challenges or obstacle
- ***Self-control:*** performing effectively under the pressure rather than reacting out the panic, anger or alarm
- ***Integrity:*** the reliability that breeds trust
- ***Optimism:*** resilience in the face of set backs
- ***Empathy:*** understanding the feelings and perspective of others whether clients and customers or internal constituents
- ***Leveraging Diversity:*** utilizing differences in opportunities
- ***Political Awareness:*** understanding salient economic political and social trends
- ***Influence:*** adeptness at persuasion strategies
- ***Building Blocks:*** the strength of personal links between far flung people and parts of an organization.

Still the extent to which each of these collective competencies predicts organizational performance remains to be seen. However, in a study, Jain and Sinha (2002) noted that the variable Controlled Problem Solving dimension of emotional intelligence was found to be the positive predictor of the Resource Acquisition related Organizational Effectiveness and Perceived Overall Organizational Effectiveness dimension of Organizational Effectiveness as the criterion. Where as Assertiveness and Positive Self Concept dimension of emotional intelligence was found to be the negative predictor of Resource Acquisition related Organizational Effectiveness.

*Organizational Productivity.* Brown (1995) described organizations as "webs of participation" and key to successful performance is enthusiasm and commitment, qualities that organizations can earn but not compel. Emotional intelligence plays a key role here in developing collective level of emotional intelligence, which determines the degree to which organization's intellectual capital is realized, and so also its overall performance and productivity.

Goleman (1998) found that top performing companies were high in innovations, comfort with risk, collaboration, and building relationship, open communication, trustworthiness, initiative, commitment (like emotionally competent people). Just as with individual, organizational competencies can be thought of as falling into three domains: cognitive abilities, in the sense of managing knowledge well; technical expertise; managing human assets, which require social and emotional competence. The results of a study conducted by Jain & Sinha (2002) showed that Controlled Problem Solving, a dimension of emotional intelligence was found to be a significant positive predictor of Organizational Productivity as the criterion.

Another variables of importance in the context of present study is self-management perceptions and practices. It has been taken as one of the antecedents to other thrust variables and other organizationally relevant variables.

### *Self-Management Perceptions and Practices*

Traditionally it has been thought that need satisfaction is directly related with job satisfaction (Locke, 1976; Alderfer, 1972; Lofquist & Davis, 1969; Morse, 1953; Porter, 1962). This model treated the individual as a passive component of the person-task fit. However, despite their apparent humane focus, such models fail to recognize that people have the capacity to provide their own satisfactions by cognitively reconstructing situations (Salancik & Pfeffer, 1977).

Self-management (SM) has been a topic of increasing interest in organization literature (e.g., Luthans & Davis, 1979; Manz & Sims, 1980; Mills, 1983). This concept has been regarded as the antithesis of external control. In much of the earlier work on organizational control, the concept is as a process designed to regulate the activities of organization participants and, by implication output. As such control is investigated and understood largely as an external mechanism to assist in the integration of idiosyncratic behaviors of varying occupational groups, individual and hierarchical levels (McMahon & Ivancevich, 1976). Examples of these external control procedure or mechanisms are formal leadership (Etzioni, 1975; Weber, 1947), formal roles (Graen, 1976); output and behavioral control (Ouchi & Maguire, 1975)



and systematized, discretionary and developmental models of control (Van Dyne Venn *et al.*, 1976).

The primary objective of control mechanism in organization is predictability of behavior in pursuit of some desired state (Katz & Kahn, 1978). However, much of the conceptual and empirical literature has focused on the relationship between external control mechanism and organization structure (Blau & Schoenherr, 1975; Bowers, 1964; Caplow, 1957; Farris & Butterfield, 1972; Ouchi, 1977; Reves & Woodward, 1970; Van de Ven, Delbecq & Koenig, 1976; Weber, 1947). There is relative absence of models specifically addressing Self-control in organization.

The concept of Self-management or Self-managed behavior can be regarded as a shift from external to internal control, applying the principal of learning. In addition the concept includes cognitive strategies for influencing oneself-. For example time management is limited, popular form of Self-management.

*Self-management: Definition and description.* Self-management, more often called Self-control, has been defined as follows: A person displays Self-control when in the relative absence of immediate external constraints, he engages in whose previous probability has been less than that of alternatively behavior available behaviors. (Thrones & Mahoney, 1974). Self-control can be said to include major characteristics:

- The existence of two or more response alternatives;
- Different consequences for the alternatives; and
- Usually, the maintenance of Self-controlling actions by longer-term external consequences (Thorensen & Mahoney, 1974).

Self-management behavior may include personal goals, self-instructions toward achieving goals, self-administered consequences, and plans for one's behavior patterns (Mischel, 1973). The self-management process may be encouraged and maintained by desirable long-term consequences. Self-management is defined here as the set of strategies a person uses to influence himself or herself. There are two general categories of Self-management strategies, Behavioral Self-management, and Cognitive Self-management.

Behavioral Self-management strategies deal with the action, while cognitive Self-management strategies deal with the thinking or patterns of thought. Self-management is philosophy and set specific strategies. Other expressions that refer to self-management are self-regulation, self-control and self-leadership.

*Behavioral Self-Management.* It refers to the managers' deliberate regulation of stimulus cues, covert processes and response consequences to achieve personally identified behavioral outcomes (Luthans & Davis, 1979). There are couples of behavioral self-management strategies described by Sims and Lorenzi (1992), which are as follows:

1. *Self-set goals.* Historically evidence of the effectiveness of goal has been stressed externally determined assigned goals. Recent thinking, experience and research have shown the value of Self-set goals, where both the initiative for setting goals and level of goals itself comes from the employee, not the manager. Self-set goals have been recommended as a matter of ethics as well as effectiveness.

2. *Self-observation.* During or after the performance, an employee self-monitors his or her own behavior to note and record actions or outcomes. Supervision is the traditional form of concurrent feedback, whereas self-observation connotes a process of monitoring feedback from oneself.

3. *Self-reward.* Successful completion of a task provides the self-managed employee with an opportunity to reward him or herself. Traditionally in personnel management rewards come from outside the individual, but here we underscore the notion that the person can control administration of a reward. Personally determined rewards have an added impact. Since the administrator and the recipient are the same person, there is less chance of reward failing as a reinforcer.

4. *Self-punishment.* The converse of self-reward is punishment, an internally controlled corrective process. For example, the clerks who work beyond work hours to correct an incorrectly done task are punishing themselves for undesired behavior. Self-criticism can moderately useful but should be used sparingly, due to its potential threat to self-efficacy.

4. *Cueing strategies.* In managing cues we deliberately rearrange the immediate environment so that desirable outcomes eliminated, for example a

managers cleans and organizes her desk before making a phone call or writing a report.

**5. Behavioral rehearsal.** It suggests a strategy of behavioral self-manipulation of discriminative stimuli, a form of self-modeling. Prior to performance an employee can choose to practice a behavior.

**6. Review.** Manager who encourages self-management strategies in their employees must trust those employees to use both positive and aversive forms of self-management.

*Behavioral/Cognitive Strategies.* These strategies contain elements of both behavioral and cognitive processes. In essence, these strategies entail an action or actions that produce specific cognitive results.

**1. Building natural rewards into the task.** While many natural (cognitive, internal) task rewards are available, some overt behavioral acts may be required to build them into the task. General theories of task design have described how characteristics of work- skill variety, task wholeness, and autonomy- can produce psychological conditions of work meaningfulness and responsibility (Hackman & Oldham; 1975). These psychological condition in turn lead to desired work outcomes, namely internal motivation and job satisfaction- that are outcomes of the work characteristics.

**2. Self-job redesign.** The redesign of work, undertaken and accomplished by individual employee can result in a personal sense of competence, self-control, and purpose. That is, effective work design changes can especially enhanced by eliciting them directly from those who do the work rather than by simply imposing external work design constraints.

**3. Behavioral action, cognitive results.** The way an employee designs his or her job produces important cognitive outcomes. Personal perceptions of self-competence, self-control, and a sense of purpose, while not observable, are nonetheless valued by employees, sometimes more than tangible rewards and externally administered outcomes.

**4. Development of self-efficacy.** Behavioral success with a task leads to increased self-efficacy. Physical acts produce cognitive consequences; enhanced self-

efficacy may be the single most meaningful outcomes of self-management. Improved self-efficacy rewards both the employee and the organization, with a more skilled, confident, motivated employee, driven more by internal mechanisms than by external controls.

*Cognitive Self-management strategies.* Cognitive self-management strategies are productive patterns of thinking that influence one's behavior. The main idea is to focus on personal, positive, opportunities for improvement and accomplishment rather than negative, external constraints.

**1. Positive Self-talk.** Positive Self-talk is a method of looking at good things rather than bad. Self-talk consists of relocating the managerial voice from external to internal of engaging in problem-solving behaviors as opposed to seeking to place blame. Through self-talk, we can create and reinforces more positive and constructive self-schema - that is, the way we categorize ourselves. Self-talk can also enhance a person's sense of self-efficacy, do I think myself- as an achieving, can-do type, or do I see myself- as a failure?

**2. Opportunities versus obstacles.** An effective overall strategy is to convert perceived obstacles into opportunities. For example, there is a well-worn marketing anecdote about two shoe salesmen landing in a very underdeveloped country. The negative thinker wired home: Opportunities nonexistent. Nobody here wears shoe. The positive thinker wired home: Opportunities unlimited. Nobody here wears shoe.

**3. Imagery.** In addition to physical rehearsal of actual behaviors, the mental practices of future behaviors can also be effective and often is more available to the employee. For example, a salesman without prior access to the setting for a sales presentation can polish significant elements in his head, without waiting for the physical location and prompts to be available. Research has shown that people who are asked to imagine themselves as a successful before attempting a task are likely to outperform those imagining failure.

**Why Self-Management?** Effective Self-management appears to offer potential benefits to individual employees and organizations. Most of the research has been done in the field of personnel management to enhance the external control over employee. We always talk about the personnel management not self-management,

while individual in organization are regularly taught how to manage subordinates, groups, and even organizations, they rarely receive instructions on how to manage themselves. Traditionally, the term management narrowed down to the managing others at the work place. Here, self-management is neglected or taken for granted. A simple question may be raised that until we cannot manage ourselves effectively, how is it possible that we can manage others? Any management starts with self-management, self-regulation and self-control. Even the Gandhian philosophy is based on the concept of self-management. Now recent research in psychology clearly shows that self-management strategies have proven to be successful in laboratory and non-organizational settings (e.g., Bandura, 1976; Corrigan, Wallace, & Schade, 1994; Bellack, 1976; Eckman, Wirshing, & Marder, 1992; FelixBoard, & O'liary 1973; Litrownik, Franzini, & Skenderian, 1976; McGorry, 1995; Parcel, Swank, & Mariotto, 1994; Speidel, 1974). Luthans and Davis (1979) noted this puzzling inattention calling self-management the missing link in managerial effectiveness. Several important and often unique characteristics differentiate this self-management perspective from the more traditional management perspectives.

1. First, self-management provides a unique viewpoint for understanding employee behavior (Erez & Kanfer, 1983; Sullivan, 1989; Tsui & Ashford, 1994). Self-management also considers the traditionally ignored concept of internalized standards of behavior.

2. Second, relative to reliance on organizational reward and control systems, self-management can be inexpensive. Self-management represents a generalizable constellation of perceptions and practices and is a continually available option for the employee. Self-reinforced behavior is often maintained more effectively than if it had been externally regulated (Jeffrey, 1974).

3. Third, a new set of organizational demands may increase the importance of self-management in the future. Reduced levels of supervision, offices in the home, self-managing work teams, growth in service / professional employment, and the creation of enriched; challenging jobs will make self-management both more feasible and more necessary. Manz and Sims (1980) have defended self-management as a potent substitute of leadership (Kerr & Jermier

1978; Podsakoff, Mackenzie & Bommer, 1996). Thus self-management program may neutralize traditional concepts of leadership or render them ineffective or redundant.

4. In organizational settings, self-management-training program increased the subsequent attendance of trainees (Latham and Frayne, 1989). Gist, Bavetta, and Stevens (1990) found that self-management trainees to exhibit higher rates of skill generalization and higher overall performance levels on the transfer task, even after the effects outcomes goals level were controlled.

5. Today number of major organization, as Procter and Gamble, General Motors, Motorola, AT&T, Xerox, American Express and Prudential (e.g., Manz, 1994; Pearce & Ravlin, 1987; Stewart & Manz, 1995) are using the concept of Self- managing work teams, which suggests the potential benefits of self-management in organizational settings.

6. Luthans and Davis (1979), and Manz and Sims (1980) suggest a number of benefits of self- management. For example:

- Although managers are generally taught how to engage in other centered activities, the majority of their time is often spent in situations in which they need to exercise grater control over their own behavior.
- Self-management may result in time and cost savings to the organization, freeing the hierarchical superior to attend to other issues.
- Instead of focusing on attitudes, which may have little relationship to behavior, this approach to behavioral change forces a direct focus on the situation-cognition-behavior interaction.
- An emphasis on the interactive nature of organizational behavior rather than on simple goal-oriented approaches such as those of expectancy theory or path-goal theory of leadership provides a more real view of organizational work.
- By providing an individual-rather than group-oriented approach to organizational change and development, behavioral self-management may be more readily transferable to work place.

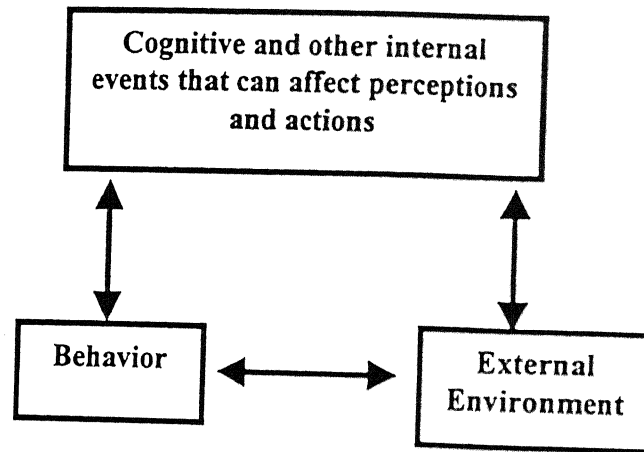
- Behavioral self-management is more ethically defensible approach to behavior modification than are such externally imposed programs as MBO or OD.
- Consideration by the organization of the relevance of self-management may result in the identification of dysfunctional self-controlling behaviors, such as excessively high goal setting.

***Theoretical background of self-management.*** The concept of self-management is rooted into the social cognitive theory of Bandura (1977). The basic assumptions of this theory are as follows.

- Principles of reinforcement and punishment from behaviorism
- People learn by watching others
- Cognitive processes mediate social learning

***Description of Social Cognitive Theory.*** The Social Cognitive Theory (SCT) stemmed from the social Learning Theory (SLT), which Bandura published in early 1960's. In 1986, Bandura officially launched SCT with his book "***Social Foundation of Thought and Action: A Social Cognitive Theory***". The social learning theory was officially launched in 1941 with Miller and Dollard's publication of "***Social Learning and Imitation***". Their SLT incorporated the principles of learning, reinforcement and punishment, extinction and imitation of models. In contrast to strict behaviorism, which supports a direct and unidirectional pathway between stimulus and response, representing human behavior as a simple reaction to external stimuli, the SLT asserts that there is a mediator (human cognition) between stimulus and response, placing individual control over behavioral responses to stimuli. Bandura describe it, Social Learning Theory approaches explanation of human behavior in terms of a continuous reciprocal interaction between cognitive, behavioral and environmental determinants. Within the process of reciprocal determinism lies opportunity for people to influence their destiny as well as the limits of self-direction. This conception of human functioning then neither casts people into the role of powerless objects controlled by the neither environmental forces nor free agents who can become whatever they choose. Both people and their environments are reciprocal determinants of each other (Bandura, 1977). Bandura (1978) has stressed three way reciprocal interactions

among behavior, cognition and the environment, as depicted in the following diagram.



*Figure 3. Showing the three way reciprocal interactions among behavior, cognition, and environment.*

However, this reciprocal interaction does not imply that all sources of influence are of equal strength. The SCT recognizes that some sources of influence are stronger than others and that they do not all occur simultaneously. In fact, the interaction between the three factors will differ based on the individual, the particular behavior being examined, and specific situation in which the behavior occurs (Bandura, 1989).

Drawing from social learning, SCT explains organizational behavior in terms of reciprocal causation among employee (unique personality characteristics such as need for achievement) the environment (perceived consequences from organizational environment, such as pay for performance), and the behavior itself (previous successful or unsuccessful performances). Because of these combined reciprocal influences, employees are at the same time both products and producers of their behaviors, and respective environment.

Thus, this model of causation as proposed by SCT is extremely complex. The person-behavior interaction involves the bi-directional influences of one's thoughts, emotions, and biological properties and one's actions (Bandura, 1977a; 1986; 1989).



For example, a person's expectations, beliefs, self-perceptions, goals, and intentions give shape and direction to behavior.

The reciprocal influence that Bandura describes as existing between the person and the environment is illustrated in his contention that self-reinforcement systems are themselves acquired by the same learning principles for the acquisition of other types of behavior. Thus, what individuals come to reward and punish in themselves may reflect the reactions that their behavior has elicited from others. Parents, peers and socializing agents set behavioral standards, rewarding the individual for living up to them and expressing their displeasure when the person fails. These externally imposed norms may be taken over by individual and form the basis of social reinforcement systems. Extensive evidence indicates that Self-evaluative standards can also be acquired vicariously by observing others. Moreover, in SCT learning is viewed as knowledge acquisition through cognitive processing of information. Drawing from the SCT and a considerable strain of basic research, Bandura and others have advanced the concept of self-efficacy. This increasingly recognized psychological construct deals specifically with how people's belief in their capabilities to affect the environment controls their actions in the ways that produced desired outcomes.

Particular aspects of social cognitive theory emerged from the reciprocal determinism, interaction of person, behavior and environment. For example, *Modeling* is a vicarious process; that is learning can occur by observation (rather than only through direct experience) in a social context. Self-perception also gained in importance.

Specifically, a perception on oneself-, a self-schema, called *self-efficacy* becomes an important determinant of behavior. A third element that emerged is the notion of self-regulation, or *self-management*. A person uses self-management to create personal antecedents and consequences that, in some cases, override other, external antecedent and consequences. In present research, we are concerned with notion of self-management and its implication for employees' in-role and extra role behavior. SCT assumes about some basic human capability, which are as follows:

**The Basic human capabilities.** SCT explains the nature of bi-directional reciprocal influences through five basic human capabilities: (1) Symbolizing, (2) Forethought, (3) Vicarious learning, (4) Self-regulation, and (5) Self-reflection. Employees use these basic capabilities to self-influence themselves in order to initiate, regulate and sustain their own behavior.

**1. Symbolizing capability.** The SCT maintains that most external influence affect behavior through cognitive processes (Bandura, 1989). By using symbols, people process and transform immediate visual experiences that in turn serve as guides for their actions. It is through this process that humans are able to model observed behavior.

**2. Forethought capability.** Bandura argued that people not only react immediately to their environments through a symbolic process, but also self-regulates their future behavior by forethought. Forethought is a person's capability to motivate themselves and guide their actions anticipatory (Bandura, 1989). Through forethought, employees initiate and guide their actions in an anticipatory fashion. Interestingly future acquires casual properties by being represented cognitively by forethought exercised in the present.

**3. Vicarious learning capability.** Vicarious processes refer to the human ability to learn not only from direct experience, but also from the observation of others. Observation learning allows one to develop an idea of how a new behavior is formed without actually performing the behavior oneself- (Bandura, 1977; 1986; 1989). This information can then be coded (into symbols) and used as a guide for future action. Employees' capacity to learn by observation enables them to obtain and accumulate rules for initiating and controlling different behavioral patterns without having to acquire these behaviors gradually by risky trial and error. Self-managed behavior in organization advantageous in two ways; (1) Firstly, Self-managed employees are effective and good performer, (2) Secondly, they work as role model for other employees, which increases self-managed behavior in the organization.

**4. Self-regulatory capability.** Human Self-regulatory capability plays a central role in SCT. Much of the organizational behavior is initiated and regulated by internal self-standard, and by self-evaluative reaction to exerted behaviors. Bandura proposes

that self-regulatory systems mediate external influences and provide a basis for purposeful action, allowing people to have personal control over their own thoughts, feelings, and motivation, and actions (Bandura, 1989). Self-regulation is an internal control mechanism that governs what behavior is performed, and the Self- imposed consequences for that behavior. Self- regulation is extremely important because it allows the gradual substitution of internal controls for external controls of behavior. People continually go through the process of setting goals for themselves and then comparing that goal to their personal accomplishments. And then accordingly he feels self-pride, self-motivation or self-criticism, when a standard is reached or not reached.

**5. *Self-reflective capability.*** Self-reflection enables people to analyze their experiences, think about their own thought processes, and alter their thinking accordingly. By reflecting on their different personal experiences, employees can generate a specific knowledge about their environment and about themselves. One of the most important types of self- reflection is self-efficacy. Self-efficacy has received an enormous amount of attention in psychological research. In fact self-efficacy has become a major central focus of Bandura's research as he contends that self-efficacy is a major determinant of self-regulation. According to SCT, people develop perceptions about their own abilities and characteristics that subsequently guide their behavior by determining what a person tries to achieve and how much effort they will put into their performance (Bandura, 1977b). This forms the basis of Self-management perceptions and practices.

***Components of Self-management:***

In present research we have used following components of self-management, which can be categorized in to two parts, in turn each has four categories.

**1. Self-management perceptions**

- Self- perceived performance
- Self-efficacy
- Self-knowledge of performance
- Supervisory performance feedback

**2. Self-management Practices.**

- Planning
- Access management
- Catch-up activities
- Emotion management

The description of each component follows:

**1. *Self-perceived performance.*** This factor may be defined as perception of one's performance on the job, and it is measured by rating about his task behavior. In contrast to personnel management, in which performance was judged by other, it is the ability of an employee to judge his own performance. Here, employee himself- is the judge of his/her performance.

**2. *Self-efficacy.*** Self-efficacy is a key concept in Bandura's (1986) Social Cognitive Theory, defined as one's judgment of how well one can execute courses of action required to deal with prospective situations. Self-efficacy includes one's estimate of one's capacity to perform at a certain level all factors considered (e.g. ability, effort, adaptability, attributions, situational factors etc.). Self-efficacy is measured by, how individual rate their confidence in attaining their different levels of performance, it is not measured in relation to goal levels. Locke, Fredrick, Lee and Bobko (1984) found self-efficacy was positively related to performance, the higher the efficacy the higher the performance.

**3. *Self-knowledge of performance / self-reward.*** This component of self-management is concerned with the evaluation one's performance in relation to self-set standards. The self-knowledge of performance provides the way in which employee may have self-control. For example, a person may possess many rewarding sources but may regulate the manner in which he administers them to himself-. One frequently encounters people who make self-reward contingent on their performing certain classes of responses, which they come to value as an index of personal merit. Such people may set themselves very explicit standards of achievement, failure to meet which is not considered deserving of Self- reward and may even elicit self-punitive responses; on the other hand, they may reward themselves generously on those occasions on which they attain self- imposed standards.

**4. Supervisory performance feedback.** This component deals with providing information about employee's performance by the supervisor. This is also a way to providing Self-control over performance. With respect to goals, feedback is a moderator; goals regulate performance for more reliably when feedback is present than it is absent, (Locke, Saari, Shaw, & Latham, 1981). Behavioral scientist has repeatedly asserted that feedback affects performance because it acts as an external reinforcer. Parsons (1974) in a frequently cited paper asserted that the results of the Hawthorne studies could be explained by reinforcing effects. Of feedback, even though this claim is refuted by information provided by one of these very studies. Similarly, Komaki has attributed the result of several of her studies solely to the reinforcing effects of feedback (Komaki, Barwick, & Scott, 1978; Komaki, Collins & Penn, 1982; Komaki, Heinmann, & Pawson, 1980). In their studies Komaki *et al.* argued no studies have adequately addressed the question of whether feedback alone would improve performance in the absence of goal setting (Komaki, Heinzmann, & Lawson, 1980). That's why another component of self-management is related with goal setting?

**5. Planning / Goal setting.** This component acts as a mediator of feedback performance relationship. In a number of studies, it is found that one dimensions or task goal determine which information will be acted on source as to improve performance (Kleinback, 1970; Schimdt, Kleinback & Brochmann, 1984). In a training situation, Kolb and Boyatizis (1970) studied self-directed behavior or personality change by subjects in T-groups. Change was significantly higher on those dimensions, for which subjects set goals than those for which they did not set goals. They were presumably receiving feedback for many different behaviors and traits.

**6. Access management.** This component can be defined as getting things done or complete by some extra effort, like controlling access subordinates or have to finish some targets or fulfill some goals.

**7. Catch up activities.** This component deals with the completing his role behavior by involving in over time or taking work at home. The aim is to finish his target within the specified time period.

**8. Emotion-management.** This component of self-management is concerned with interpersonal relationship, controlling over his emotions at work place in dealing with subordinates.

The whole scale measures self-management perceptions and practices. All self-management practices were related to one or more self-management perceptions. For example, planning/goal setting and access management practice were linked to all four self-management perceptions, catch up activities and emotion management practices were only related to specific perceptions.

These components are divided into two category- First, self-management perception and second, self-management practices. We are considering the scale in a unit for measuring self-management behavior. The relationship of each component would be studied with job performance.

#### ***Empirical Studies of Self-Management with Other Variables in the Present Work***

One of the first work place applications of Self-management training occurred in a unionized state government agency in US. Initially training in Self-management was developed and used by clinical psychologists. The underlying premise was that individual who need to change is more likely to succeed if they are in control of the change process. Rather than have a psychologists use behavioral principle to bring about change, the individual should be taught those principles and helped to apply them on his or her own. When people take charge of their own change program, they are more likely to feel efficacious, and change should be more lasting than if they feel that someone else is in charge. Self-management program thus can impact a number of emotional competencies, including self-confidence, self- control, conscientiousness and reliability, and achievement drive.

*Job Attendance.* Self-management training has been used effectively with many different groups of workers in many different settings. In one study, employees (carpenters, electricians, and painters) received 8 weekly one hour group sessions during which they were taught how to?

1. Set proximal and distal goals for job attendance,
2. Write a behavioral contract with themselves for administering the Self- chosen reinforces and punishers,

3. Self-monitor their job attendance behavior,
4. Administer these incentives,
5. Brainstorm potential problems in implementing their plan and come up with potential solutions.

An evaluation of the program revealed that the program increased participant self-efficacy and job attendance. Participant in the program spent an average of 448.4 hours on the job during a twelve-week period compared to the control group 403.2 hours on the job. (Latham & Frayne; 1989, Frayne & Latham; 1987).

In his book *"Reducing Employee Absenteeism through Self-management Training: A Research based Analysis and Guide"* Frayne (1991) reports that employees absenteeism is a chronic organizational problem that costs U.S. corporations an estimated \$30 billion annually. The author presents a complete description of the self-management training process used in the study, shows how self-management can be of significant value in reducing employee absenteeism and offers precise information for the human resources professionals who wishes to organize and implement self-management training within his or her own organization training in the self-management, she shows, offered many of the benefits to the individuals involved in the training program and to the organization that supported the program. Specifically, many of the trainees improved their job attendance, their career promotion opportunities, improvements well that held up over time.

*Social Power.* Social Power is concerned with influencing others, while self-management is concerned with controlling one's own behavior. Self-management is also studied as substitutes for leadership (Kerr & Jermier, 1978), in reference to non-leader source of task structure and direction. One substitute is focused by Manz and Sims (1980) termed as super leadership to describe the process of leading others to lead themselves, the capability of the follower for self-management. Individuals manage their own behaviors by setting personal standards, evaluating their performance in terms of these personal standards, and by self-administering consequences based on their self-observations. It means that self-managed people are not depended on others, in contrast to social power, which is the function of

dependency. Both variables are inversely related. So organizational leaders can help subordinates in developing self-management skills.

Manz (1986) devoted considerable attention to individual self-influence processes in organizations has been limited to scope, focused primarily on Self-management that facilitates behaviors that are not naturally motivating and that meet externally anchored standards. He expanded Self-leadership view that includes- Self-imposed strategies for managing performance of tasks of low intrinsic motivational potential; it reduces other use of authority and power at minimum. As Self-management is conceptualized antithesis of external control (formal leadership, formal roles etc.).

*Ingratiation.* Bandura (1969) noted that we all exercise self- control over our behavior to some degree. Typically we set certain behavior standards and rewards or punish ourselves according to judgments, we make about our performance in relation to these standards. It means that self-control behavior is itself- a function of resulting consequences: first external consequences (Self- praise, Self- feedback, Self-motivation etc.). Self-managed people are governed by their performance by self-praise rather praised by others. It is possible they are less influenced by the ingratiation, and do not involve also ingratiating others.

*Job Satisfaction.* Hollenbeck and Brief (1987) has investigated the relationships between self- regulation model and job satisfaction. There is no empirical work on the relationship between self-management perceptions and practices and job satisfaction.

*Personal Effectiveness.* Gist, Bavetta, and Stevens (1990) found that self-management trainees to exhibit higher rates of skill generalization and higher overall performance level on the transfer task, even after the effects of outcome goal level were controlled. Luthans (1979) stated that self-management seems to be a basic prerequisite for effective management of other people, groups, organizations and societies. It is our contention that behavioral self-management may be the important link - the first step in the inductive chain-for increased managerial effectiveness.

Luthans and Davis (1979) define behavioral self-management as the manager's deliberate regulation of stimulus cues, covert processes, and response



consequences to achieve personally identified behavioral outcomes. He specified three conditions that satisfy behavioral self-management approach to managerial effectiveness:

1. The individual manager is the proactive agent of change
2. Relevant stimulus cues, cognitive processes, and response consequence must be brought under the control by manager.
3. The manager must be consciously aware of how a personally identified target outcome is being achieved.

*Managerial Effectiveness / Job Performance.* These two variables are not very much studied in literature; our present research is concerned with studying these two variables. Job performance comprises in-role and organizational citizenship behavior. Earlier job performance is taken in a narrow term. Recent research has proven that OCB is also the part of job performance evaluation at all organizational levels. Self-management employees would not only perform their role behavior at the job, but also have time for extra role behavior also like in helping others, attending company meetings, staying beyond working hours, making positive image of the company, and would have positive attitude towards all company affairs.

*General Health.* Self-management helps in managing impulse as well as distressing feelings, which helps in stress management. No empirical study has been conducted on the relationship between the general health and self-management.

*Turnover Intention.* Hollenbeck and Brief (1987) investigated the relationship between self-management models and turnover. Self management behavior reduces overall rate of turnover.

*Organizational Effectiveness.* Mills (1983) studied the relationship between Self-management and organizational properties; Mills and Posner (1982) indicated that self-management and structure are significantly related. Few field studies investigated the relationship of self-regulation models to critical organizational outcomes of job performance, employee satisfaction, and turnover (Hollenbeck and Brief, 1987), which in turn influences organizational effectiveness and productivity. There is no study on direct relationship between self-management and organizational effectiveness.

*Organizational Productivity.* The concept of self-managing work team at major firms such as Procter & Gamble, General Motors, Motorola, AT&T, Xerox, American Press, and Prudential (e.g., Man, 1994; Pearce & Ravlin, 1987; Stewart & Manz, 1995), suggest the potentials benefits of self-management in organizational settings. Similarly, self-management practices are often presented as distinguishing feature of 'best' firms (e.g., Hout & Carter, 1995; Sheriden, 1995). Goodman, Devadas, and Hughson (1988) in a meta-analysis of outcome of self-managing teams: they found modest impact on productivity.

*Structure.* Much effort has been earlier directed at external control procedure and their relationship to structure. The basic thrust of these undertakings has been to examine control as a means of securing the compliance of members within the organization. The early work of Weber (1947) suggests that control can be realized through bureaucratic structure. Others have supported the link between control and structure (Baulmer, 1971; Blau & Scott, 1962; Ouchi, 1977). Relatively little research has examined the relationship between self-management and structure. The few studies that have been conducted on this association would seem to suggest that self-management is not dissimilar from external control procedures in its relationship to structure. The result of a recent study by Mills and Posner (1982) would seem to indicate that self-management and structure are significantly related.

#### *Individual Level Variables*

Having taken a look at some of the major variables forming the core of the study, we now turn to the some of the other variables included in the study. Background variables, locus of control, social power and ingratiation are such variables.

#### *Background Variables*

People bring some personal characteristics when they join an organization. Psychologists are concerned with how biographical characteristics (such as age, gender, marital status, tenure) and ability (intelligence) affect employees' performance and satisfaction.

### *Studies on Background Variables*

*Age, Organizational Effectiveness and Productivity.* There is a widespread belief that productivity declines with age. It is often assumed that an individual's skills, particularly speed, agility, strength and coordination decay over time and that prolonged job boredom and lack of intellectual stimulation all contribute to reduced productivity. Some reviews of research found that age and job performance are unrelated (McEvoy & Cascio, 1998). Moreover, this finding seems to be true for almost all types of jobs, professional and non-professional. The natural conclusion is that demands of most jobs, even those with heavy manual labors requirements, are not extreme enough for any declines in physical skills due to age, it is offset by gains due to experience (Landy *et al.*, 1992).

*Age and Turnover.* Studies on age-turnover relationship show that the older you get, the less likely you are to quit your job. As workers get older, they have fewer alternative job opportunities, and longer tenure provide them higher wage rates, longer paid vacations, and more attractive pension benefits (Rhodes, 1983; Cotton & Tuttle, 1986).

*Age and Satisfaction.* The relationship between age and satisfaction is found positive, at least up to age 60 (Kalleberg & Loscocco, 1983). Most studies, however, have found a U - shaped relationship between them (Kacmar & Ferris, 1989).

*Gender.* It is suggestive that we should operate on the assumption that there is no significant difference in job productivity between men and women, as increased female participation rates in the workforce. Similarly, there is no evidence indicating that an employees' gender affects job satisfaction (Quinn, Staines, & McCullough, 1974).

Regarding the question of turnover, evidence is mixed. Some studies have found that women have higher turnover rates; others have found no difference.

*Marital Status.* The research on marital status consistently indicates that married employees have fewer absences, undergo fewer turnovers, and are more satisfied with their jobs than their unmarried coworkers (Garrison & Muchinsky, 1981; Keller, 1983). Marriage imposes increased responsibilities that may make a steady job more valuable and important.

*Tenure.* Extensive reviews of the seniority-productivity relationship have been conducted. If we define seniority as time on a particular job, we can say that the most recent evidence demonstrate a positive relationship between seniority and job productivity, so tenure expressed as work experience appears to be a good predictor of employee productivity. Tenure is also a potent variable in explaining turnover. Tenure has consistently been found to be negatively related and has been suggested as one of the single best predictors (Arnold & Feldman, 1982). The evidence indicates that tenure and satisfaction are positively related (Bedeian, Ferris & Kacmar, 1992).

*Relationship of Background Variables with Some Other Variables in the Present Work*

*Social Power.* Some studies have also reported a significant relationship between bases of power and sex of influence. Johnson (1978) suggested that the use of expertise, reward and coercion are stereotypically masculine modes of power. Conversely, persuasion and information seem to fit better with female stereotype.

Many characteristics of the subordinates like sex, age, work experience, personal need and job attitudes also have been indicated to be significant predictor of the basis of power in different studies. Some studies have reported positive relation in higher level of education and personal basis of power (Hackman & Oldham, 1976; Patchen, 1974; Shetty, 1978; Sussman & Vecchio, 1982; Van Fleet, 1973).

*Ingratiation.* Some studies (Broverman, Vogil, Broverman, Clarkson & Rosenkranz, 1972; Falbo & Peplau, 1980) indicated that indirect manipulative are seen as more typical of women and direct persuasive strategies are more typical of men. More specifically, men are more likely to use such strategies as reward, coercion, legitimacy, information, and expertise, whereas women are likely to use referent power and to legitimize the power of helplessness (Johnson, 1976, 1978). On the other hand, Ansari (1989) found that men employ direct strategies more, but he failed to find women employing indirect manipulative strategies. His research indicates that both men and women find ingratiation strategy appropriate for influencing subordinates in Indian organizations.

### *Locus of Control*

Locus of control is one of the other major variables which have been included in the present work. It has been taken as a personality component and antecedent to OCB in comparison to other major organizational level variables.

Locus of control is a personality variable that has been studied extensively in a variety of settings including organizations (Spector, 1988). People attribute the cause or control of events either to themselves or to the external environment. Those who ascribe control of events to themselves are said to have an internal locus of control and are referred to as internals. People who attribute control to outside forces are said to have an external locus of control and are termed externals (Spector, 1982). Rotter (1966) postulated that individual with internal locus of control believe reinforcements are consequent of their own behavior, and those with externals locus of control believe that their reinforcements are under the control of external agents. According to Phares (1976), the concept was developed to explain the seeming tendency of some individuals to ignore reinforcement contingencies. The failure to respond to rewards and punishments was attributed to a "generalized expectancy" i.e. their own actions would not lead to attainment of rewards or avoidance of punishment.

As summarized in O'Brien (1983) and Spector's (1982) reviews, locus of control has been shown to relate to a number of organizationally relevant variables. Internals tend to be more satisfied with their jobs than externals, see their supervisors as higher on consideration and initiating structure, report less role stress, perceive more autonomy and control and longer job tenure. Phares (1976) summarized findings concerning differential behavior by internals and externals. Specifically he noted that in contrast to externals, internals exert greater efforts to control their environment, exhibit better learning seek new information, more actively when information has personal relevance, use information better, and seem more concerned with information rather than with social demands of situations.

Internals would perform better on the job than externals because they hold greater expectancies that effort, performance and reward are strongly related, that Lawler (1968) supported by evidence that expectancies of good performance leading

by evidence that expectancies of good performance leading to rewards. In addition, another is that internals seek more information that is relevant and perform better than externals in complex task situations. Again this leads to better performance by internals. The research supports that locus of control and job satisfaction is related. Internals have been found to be more satisfied generally than externals. There are at least four reasons: first internals quickly quit from a dissatisfying job, second, internals perform better receive benefits of that performance, third, internals tend to advance more quickly and receive more raises than do externals, fourth, finally cognitive consistency theory would predict that individuals who have perceived personal control to leave the situation externals and who choose to stay will tend reevaluate the situation favorably to retain consistency between their attitudes and behavior (Salancik & Pfeffer, 1978).

Kimmons and Greenhaus (1976) found that internals reported having more autonomy and receiving more feedback than did externals. About role strain and role ambiguity internals perceive less strain than do externals (Gemmill and Heisler, 1972).

The relationship between locus of control and turnover is complex. On the one hand, internals tend to take action and thus might be expected to quit the jobs more readily. On the other hand, they tend to be more successful on the job and more satisfied, factors associated with less individual turnover.

Job satisfaction was found a consistent predictor of turnover, but locus of control might well moderate the relationship between satisfaction and turnover. It is possible externals tend to take action, and therefore even if they are dissatisfied they may stay on the job, at least until environmental factors force them to leave. On the other hand, internals tend to take action and would be expected to quit dissatisfying job. Therefore, the correlation between satisfaction and turnover should be higher for internals than for externals.

#### ***Relationship of Locus of Control with some other variables in the present work***

***Social Power.*** Power is usually considered as interpersonal phenomena. That is, at least two persons are involved in power relationship. However, the relationship

is partly determined by the self of the persons, which is the focus of all major concerns of the persons including his need and cognition of power. The nature of self is uncertain and individual wants to feel about it. He produces effects on others, other object and the self itself to feel positively all three can help the person experience a sense of effectiveness. If a person is effective in respect to others, White (1953) called it social competence. Similarly When a person produce effects on himself, Rotter's (1966) called it internal locus of control, who believe that they are responsible for acts and outcomes, while who believe externally controlled ones believe that their behavior is controlled by either luck or some other powerful person. It means that internals has intra-personal power, and they produce effects on others by influencing them.

Externals are more compliant and conforming than internals. Externals because of their greater compliance would be easier to supervise, as they would be more likely to follow directions. Externals however might be compliant with the social demands of coworkers as well as with legitimate authority (Spector, 1982). Thus, externals make more compliant followers or subordinates than do internals, who are likely to be independent and resist control by supervisors and other individuals.

Goodstadt and Hjelle (1973) in a study between locus of control and use of power by supervisors found that internals attempted to use personal persuasion to a greater extent than did externals, whereas externals used coercion more than internals did.

*Ingratiation.* The relationship between ingratiation and locus of control is unclear. It is believed that externals are more conforming and compliant than internals. Internals look to themselves for direction; externals look to others. It means that externals may be more susceptible to ingratiation tactics and more likely to be influenced by them, as compare to internals, who would be able to influence, others successfully through ingratiation behavior.

*General Health.* Locus of control is negatively related to anxiety. Externals tend to be more anxious than internals. Joe (1971) and more recently Archer (1979) found the existing studies quite consistent in demonstrating this relation.

Elangovan and Linxie (1999) examined the effect of perceived supervisory power on motivation and stress, moderated by self-esteem and locus of control of subordinates. Results indicated that internals take on challenges posed by a supervisor with high expertise (e.g., high standards, and exact demands on ability, time and motivation, constant improvement). These challenges more often than not necessitate an increase in work demands, which in turn could induce greater stress for internals. Externals, on the other hand, might withdraw themselves from taking on the challenges and thus not experience the stress inherent in these challenges. In a study done by Jain and Sinha (2001), on the moderating effect of locus of control between the general health (lack of strain) and organizational commitment, and results of the study suggested that some of the dimensions of lack of strain predicted the conditional continuance and normative commitment negatively; but external locus of control as represented by luck, and significant other; makes the relationship between the two variables positive. Additionally, lack of strain, as represented by botheration free existence, predicts affective commitment positively, and internal locus of control as represented by action initiative, makes the relationship negative.

In brief, internals are more likely than externals to be in managerial position (Mitchell, Smyser, and Wed, 1975) and try to influence the behavior of others (Spector, 1982). In contrast, externals are more likely to accept attempts others to influence them (Anderson, 1977), and respond more positively to directive leadership style (Mitchell, *et al.* 1975). Further, internals are more likely to take actions to cope with stress, whereas externals are more likely to endure than to act (Anderson, 1977; Kahn and Byosiore, 1992). Overall as noted by Ganster and Schanbroeck, (1991) in their reviews, internals tend to have a higher desire than externals for personal control in the work place. Another variable of importance in the context of the present study is self-management to which we turn now.

The next variable of importance is that of Social Power, quite legitimacy a construct of a rather. Center-stage presence in most organizational research paradigm. The following section attempts, to highlight the important features of this construct in the present context.



## ***Social Power***

Power has remained a central theme in the history of human being. Many writers, thinkers, and social scientist have conceptualized power in different ways. Kautilya's '*Arthashastra*' and Machiavelli's (1513) '*The Prince*', Hobbes's (1588-1697) '*Leviathan*', Nietzsche's (1844-1900) '*Will to power*' have remained some of the important source documents on the concept of power. Russell (1872-1970) considered power as the basic to social dynamics. Weber (1864-1920) was the first person who talked about the social context of power. In psychology, Adler's (1956) concept of striving for superiority, Maslow's (1956) self-actualization concept and McClelland's (1975) concept of need for power are also the important source of studying power. McClelland (1975) considered power as "the need to feel powerful".

Power may be defined as the "capacity to influence". It is recognized also as intra-personal, when the target is self of a person, and social or interpersonal, when the target of influence is another person or persons. In present research, researcher is concerned with interpersonal basis of power. A definition of power that has stood firm in time is by Lewin (1944) who stated A's power over B equals the quotient of the maximum force, which A can induce on B, and the maximum resistance, which B can offer. The other popular definition is given by March (1955) who defined A's power over B "as the net increase in the probability of B enacting a behavior after A has made an intervention, compared to probability of B's enacting the behavior in the absence of A's intervention. For the study of power, three major frameworks have been used in the literature: field theoretic, interaction, and decision-making framework. Power has also been conceptualized as a latent force (Bierstedt, 1950), as personality construct (Minton, 1967), and as a function of intervention and abilities (Heider, 1958).

***Bases of Power.*** Bases of the power is concerned with the question, where does power come from? What is that gives an individual or a group influence over others? Several classifications of the bases of power have been set forth by different social scientists (e.g., French & Raven, 1959; Mechanic, 1962; Mudler, 1971; Pebody, 1962; Weber, 1947). French and Raven identified five bases of power- Reward, Coercive, Referent, Legitimate and Expert. Later, Information power was

also incorporated by Raven (1965) in the original classification as the new basis of power. Hersey, Blanchard and Natemeyer (1979) have added one more basis of power, connection power, to this list. More recently Raven (1992, 1993) expanded the taxonomy of power bases in which some of the original six power bases were further classified. Reward and Coercive were subdivided in two types: personal and impersonal. Legitimate power of which the original definition was based on relative position of influencing agent and there was no thought given to include other three forms of obligation, reciprocity, responsibility and equity. In the present work, researcher measured six bases of power- coercive, reward, legitimate, informational, expert, and referent power.

**Power Tactics.** It works at two levels. (a) when managers influence superiors they use reason, coalition, friendliness, bargaining, assertiveness, higher authority, and (b) while managers influence subordinates they use reason, assertiveness, friendliness, coalition, bargaining, higher authority and sanction.

#### ***Empirical Studies of Social Power with Other Variables in the Present Work***

**Ingratiation.** Power and ingratiation are the part of social influence processes that are ongoing in organization. The concept of power and influence in organizational setting can be broadly referred to as generalized ability to change the actions of others in some intended fashion (Mowday, 1978). In organizational context, ingratiation can take all or any of the forms by which interpersonal attraction may be solicited. It involves strategic behavior designed to enhance one's interpersonal attractiveness in the eyes of superiors, who control significant rewards for them. Enhanced attractiveness may improve a subordinates' chance of positive rewards (such as a raise, a promotion etc.) or reduce his or her chances of receiving a negative outcome (such as an adverse assortment, a cut in pay etc.). It means that ingratiation behavior is directed towards superior only while power is directed at both ways i.e. towards subordinate or superiors.

**Job Satisfaction.** A review of the effect of power bases on satisfaction indicates that satisfaction has been widely studied in terms of job satisfaction, work satisfaction and satisfaction with supervisor.

Some studies (Bachman, 1968; Bachman, Smith, & Slesinger, 1966; Busch, 1980; Shetty, 1978) found positive relationship for expert and referent power and negative correlation for coercive power with job satisfaction. Rahim and Afza (1993) found that referent power was positively correlated with satisfaction at work.

In an analysis about the examination of social power bases and their outcomes (Carson, Carson, & Roe, 1993) it was found that expert and referent power were most strongly correlated with satisfaction with supervisor and job satisfaction.

In Brief, Numerous studies have examined the relationship between these five power bases and employee attitudes and behavior including performance (e.g., Sheridan & Vredenburg, 1978), satisfaction with supervision (e.g., Busch, 1980), job satisfaction (e.g., Martin & Hunt, 1980), and turnover and absenteeism (e.g., Busch, 1980; Martin & Hunt, 1980). To a lesser degree, the relationships between leader power and goal and role clarity (e.g., Busch, 1980), conformity and influence (e.g., Frost & Moussavi, 1992), and support of supervision (e.g., Thamhain & Gemmell, 1974) have been investigated.

*Personal Effectiveness.* Many studies have been done on the relationship between bases of power and performance (Bachman, 1968; Bachman, Smith, Slesinger, 1966; Ivancevich & Donnelly, 1970; Patchen, 1974; Speckman, 1979; Student, 1968). Results of these researches indicated that subordinate considered the coercive power base to be a weak reason for performance. Reward and legitimate power showed no clear relationship with performance. Expert power and, in most cases referent power was consistently correlated with performance.

In a meta-analytic examination (Carson, Carson, & Roe, 1993) the strongest relationship was found between expert power and performance, followed by reward power and performance, referent power and legitimate power were marginally related to performance, and coercive power was unrelated.

*Turnover Intention.* Turnover Intention also refers to the propensity of leaving his/her present organization. Student (1968) reported that an employee's withdrawal measures are negatively related to supervisor's referent power. Other studies (Busch, 1980; Ivancevich & Donnelly, 1970) explained only weak relationship of expert and referent power to the propensity of leaving a job.

*Organizational Effectiveness and Productivity.* Sheley and Shaw (1979) hypothesized that the use of reward power possessed by the leader increases group productivity, whereas the use of coercive power decreases productivity. Results supported the hypothesis with regard to the use-no use of coercive power but not with regard to the use or no use of reward power.

One of the more interesting phenomena within the envelop of organizational dynamics, and the one, which has been shown to have significant bearings on power is known as Ingratiation. We come to discuss this construct now.

### ***Ingratiation.***

Ingratiatory behaviors have been discussed as early as 1936 (Carnegie), empirically investigated during the past 20 years by social psychologist (e.g., Jones, 1964; Jones & Wortman, 1973), and discussed as possibly being used by employees in organizational settings (e.g., Ralston, 1985; Wortman & Linsenmeier, 1977). Ingratiation is used as techniques of upward influence (the ways in which subordinate influence their supervisors). Subordinates use a number of upward influence strategies to obtain personal benefits or satisfy organizational goals (Allen, Porter, Renwick & Mayes, 1979; Kipnis, Schmidt & Wilkinson, 1980; Mowday, 1978). Such strategies include upward appeal, assertiveness, blocking, coalition exchange, rationality, support building and ingratiation (Kipnis, Schmidt, Wilkinson, 1980; Schriesheim & Hinkin, 1990).

Many authors (e.g., Fandt & Ferris, 1985; Tedeschi & Melburg, 1984) have identified ingratiation as one particular impression management strategy. Tedeschi and Melburg's (1984) defined ingratiation as a set of assertive tactics that are used by organizational members to reward themselves. These rewards are foreseeable and rather imminent. As one of a large class of political influence processes that are ongoing in organization, ingratiation involves strategic behaviors designed to enhance one's interpersonal attractiveness in the eyes of a more powerful person (Jones & Wortman, 1973).

There are two popular frameworks in which ingratiation has been attempted to be understood. First, the face work contract theory (Goffman, 1958), and second, theory of exchange (Thibaut & Kelley, 1959).

Goffman (1958) stated that every man lives in a world of social encounters. In each encounter, a person expresses his or her view of the situation and of the participant including himself or herself. The participants including of the social interaction claim for themselves a certain social value - a face that they try to maintain throughout the social interchange. The participants in the interaction have a contract, which lead them to develop two kinds of orientation-a defensive orientation toward saving his or her own face and a protective orientation toward saving the other's face. Jones (1964) opinions that ingratiation may be used as subversive masquerade of this contractual bargain. The ingratiation through various tactics accelerates the target person's face value in the hope that target will in return increase his or her own face value.

It seems that in the framework of the face work contract, the ingratiation remains under a dual work of reference. The ingratiation violates the norm of distributive justice but expects the target to respond according to this norm.

Thibaut & Kelly (1959) presented a social exchange view about the role of influence through the attraction factor in the context of interpersonal exchange. According to them, in a dyadic matrix, a person who is relatively low in power can increase the goodness of his or her outcomes through behavioral competence with the high power person's wishes. Jones (1964) argues the high power person can obtain better outcomes. One such is ingratiation. Ingratiation involves an attempt to introduce extraneous consideration in the utilization of power.

**Determinants.** Jones and Wortman (1973) described three motivational and cognitive determinants of ingratiation-

1. **Incentive bias** The rewards that result from successfully ingratiation oneself with the high status other can constitute an inducement to ingratiation.
2. **Subjective probability of success** Since ingratiation consists of a set of illicit and manipulative tactics, the social costs of unsuccessful ingratiation are likely to be high (e.g., by the target, embarrassment, and resulting feelings of in authority).
3. **Perceived legitimacy** Ingratiation is determined by the dilemma to be resolved between the benefits of ingratiation and undue costs to his or her self-

perception, because it is considered as an illicit attempt to gain another's favor. Bohra and Pandey (1987) also concur with these three determinants.

*Tactics of Ingratiation.* In organizational context, ingratiation can take all or any of the forms by which interpersonal attraction may be solicited. In their laboratory experiment, Jones and Wortman, (1973); Jones, (1964) demonstrated the use of four major ingratiation tactics: Other Enhancement (involves communication of directly enhancing, evaluative statements), Opinion Conformity (can range from simple agreement with expressed opinions, through more elaborate attempts at trying to articulate the position presumably held by the target person, to extremely complex forms of imitations and identification; Jones, 1964), Rendering Favors, and Self Presentation(making explicit verbal statements of one's own attributes, or behaving in ways that imply that one possesses certain characteristics; to increase the likelihood of being judged attractive by the target person (Jones & Workman, 1973).

#### ***Empirical Studies of Ingratiation with Other Variables in the Present Work***

*Organizational Effectiveness and Productivity.* No study is available that show the relationship of Ingratiation with organizational effectiveness and productivity. One study has been done by Tsui and Barry (1986) on performance appraisal that shows liking for a subordinate increase the probability of leniency and halo errors. It results into more positive performance evaluations. They stressed that subordinates may use ingratiation as a way manipulating the degree to which the supervisor likes them.

There could not be found reports of empirical studies regarding the relationship between ingratiation and the variables of Personal Effectiveness, General Health, Turnover Intention, Perceived Job Mobility, and Job Satisfaction.

#### ***Organizationally Relevant Outcome Variable: Individual Level Outcome Variables***

Almost in all cases of organizational behavior research and practice, the variables of interest are to be tested and evaluated for their worth against the criteria of organizationally relevant outcome variables. In the section to follow now an attempt is made to take a look at some of such variables with a view to relate them with the thrust variables in the study.

### ***Job Satisfaction***

Job satisfaction represents the contribution of a person's attitudes toward or about the job. In general job satisfaction with different aspects of job (supervision, pay, the work itself) and of the particular weighting or importance one attaches to those respective components. As a result of sophisticated analysis of life, satisfaction data are dominated by cognitive component of attitude than of the affective or emotional component of job attitude (Organ & Near, 1985). Brief and Robertson (1987) offered empirical support for this position, finding that measures of job categories correlated more strongly with job satisfaction than did measures of positive and negative affect. Job satisfaction measures typically orient the responder to an attribution perspective prompting the judgment of traits of external stimulus (Abelson, Kinder, Peters, & Fiske, 1982) rather than the respondent's internal states (such as feelings or affect).

The causes of job satisfaction are found to be related with higher salaries, autonomy in their work, and intrinsic reward from work, job security etc. Job satisfaction is found to be negatively related with absenteeism and turnover, and found to be positively related with extra role job performance.

There are two most widely used approaches: a single global ratings, and a summative score made up of number of facets, which is considered as more sophisticated by some people. It identifies key elements in a job and asks for the employee's feeling about each. Typical factors that would be included are the nature of work, supervision, present pay, promotion, opportunities and relations with coworkers (Spector, 1997). However, a high correlation has usually been found between the single item and multiple item measures of Job Satisfaction, and therefore owing to the ease of administration of single item or shorter versions have gained in popularity.

### ***Career Orientation***

Career planning is the process through which individual identify and implement steps to attain career goals (Milkovich & Bodreau, 1988). The individual's career orientation reflects both the nature of his or her goals and strategies used to attain them (Schein, 1978). Employees taking the view that career advancement will

occur outside the current organization have goals different from those focusing upon career within a firm and pursue different career strategies. It is labeled as "careerism" (Robinson & Rousseau, 1994). Rousseau (1990) identified careerism as an important factor in determining a desired employment relationship. Individuals high on careerism perceive their current employer as an instrument stepping-stone up the inter-organizational career ladder and are likely to adopt a more "transactional" employment relationship with their employer. This relationship is not intended to be long term and what is exchanged has a short-term focus. What the employee values are the more immediate rewards of the relationship such as pay, training, and credentials to obtain a better job in another organization. In contrast, those low on careerism scale have a more relational orientation they believe their career path to be through a long term relationship with their employer and value not only that which they gain from their employer.

### *Personal Effectiveness*

Personal Effectiveness is understood in terms of individual goals, he has in his life to achieve. If an individual is able to attain those goals he had set for him, he may be considered effective. Personal effectiveness refers to an ability to perform the job effectively (Sutton & Ford, 1982). According to Campbell, Dunnette, Lawler, and Weick (1970) the effective manager is one who is an optimizer in utilizing all available and potential resources-material, human, and financial-both, within and without the organization, toward its sustained long term functioning. According to Rao (1985) the manager who understand his job and job requirements well, is aware of his own and his subordinates' strength and weakness utilizes his own and his subordinates' strength in performing the tasks, overcome weaknesses and acquire new capabilities though continuous learning on the job may be considered effective.

Rao (1985) considered self-efficacy or personal efficacy to be one of the important factors that contributes to managerial effectiveness; he defined personal efficacy as the general sense of adequacy in a person. Bandura (1982) defined self-efficacy as judgment of how well one can execute courses of action required to deal with "perspective situations". Evidence indicates that self-efficacy is found to be related with job performance.



*General Health.* A good general health is a sign of personal effectiveness. If personal is healthy than it might be considered that he/she would be effective also.

*Turnover Intention.* Evidence indicates that satisfaction-turnover intention relationship is the employee's level of performance. Specifically level of satisfaction is less important in predicating turnover for superior performers (Robbins, 2000). It means that highly effective people would have less turnover rate, and less likely to have turnover intention. Because organization typically makes considerable efforts to keep these people. They get pay raises, praises, recognition increased promotional opportunities, and so forth. Just the opposite applies to poor performers. Few attempts are made by the organization to retain them.

As noted earlier effectiveness would be positively related to job satisfaction. After disapproval of satisfaction-productivity hypothesis, it is argued that productivity will lead greater job satisfaction, the reverse to be more accurate. Productivity leads to satisfaction rather than way around (Greene, 1972; Lawler III, 1973; Petty, McGee, & Cavender, 1984). If we do a job effectively, we intrinsically feel good about it. Additionally assuming that the organization rewards productivity should increase verbal recognition, pay level, and probabilities for promotion. These rewards in turn increase level of satisfaction with the job.

### ***Organizational Commitment***

Much literature has examined the notion of organizational commitment, and many conceptualizations and measures have been proposed and tested (Meyer & Allen, 1991; Mowday, Porter, & Steers, 1982). There is still a disagreement among researchers over the definition of organizational commitment (e.g., Cohen & Kirchmeyer, 1995; Dunham, Grupe, & Castaneda, 1994; Hackett, Bycio, & Hausdorf, 1994; Iverson & Roy, 1994; Jaros, Jermier, Koehler, & Sincich, 1993). Generally, it is defined as a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization and its goal, and wishes to maintain membership in the organization. It is different from high job involvement, which refers to one's identification with one's job, while high organizational commitment means identifies with one's employing organization. Researchers consider commitment to comprise two distinct but related concepts or

components: attitudinal commitment and behavioral commitment. Attitudinal commitment represents the degree of loyalty an individual has for an organization. This form of commitment emphasizes an individual's identification and involvement in the organization (Porter, Steers, Mowday, & Boulian, 1974). In contrast, Behavioral commitment reflects the process by which individuals link themselves to an organization and focus on the actions of the individuals. Becker (1960) concentrated on what he termed the 'Side Bet Theory', which attempted to explain the process by which employees attach themselves to organization through investment such as time, efforts and rewards.

A variety of definition and measures of organizational commitment have been set forth (Meyer & Allen, 1984; Morrow, 1983; Mowday, Porter, & Steers, 1982). According to Meyer, Allen and their Colleague (e.g., Meyer & Allen, 1984, 1991; Meyer, Allen & Smith, 1993; Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989) viewed affective, normative, continuance commitment as components of attitudinal commitment. The normative commitment has been found to be distinct from affective commitment (Meyer & Allen, 1997). Allen and Meyer (1990) define affective commitment as an employee's emotional attachment to 'identification with and involvement in the organization', continuance commitment sometimes termed calculative commitment (Hackett, Bycio, & Hausdorf, 1994. Mathieu and Zajac, (1990) as 'commitment based on the costs that employee associate with leaving the organization', and normative commitment as an employee's feelings of obligation to remain with the organization. In contrast to affective and continuance, normative commitment focuses on the right or moral things to do (Weiner, 1982) and concentrates on the obligation and /or moral attachment of employees which is produced by the socialization of employees to the organization's goals and values (Allen & Meyer, 1990; Weiner, 1982).

According to Meyer and Allen (1991), both affective and continuance commitment represent psychological states that have implication for whether an employees remains with an organization. However they argued the following: Employees with a strong affective commitment continue employment with organization because they want to do. Employees whose primary link with the

organization is based on continuance commitment remain because they need to do so, (Meyer & Allen, 1991) while employee with normative commitment remains with the organization because they ought to do so. The link between organizational commitment and various effectiveness indicators (such as Turnover and Absenteeism) has been well established (Mathieu & Zajac, 1990; Mowday, Porter and Steers, 1982). The literature suggests that individuals who are organizationally committed are less likely to be absent, and to voluntarily leave the organization. Studies indicate that an individual's level of organizational commitment is a better indicator of turnover than the far more frequently used job satisfaction as predictor, explaining as much as 34 percent of the variance.

Iverson and Butteries (1999) studied affective, normative and continuance (including the sub components of low perceived alternatives and high personal sacrifice), and how these are differently related to a set of antecedents (i.e. personal, job related and environmental) and consequences (i.e. turnover intentions, absenteeism and acceptance of change). It was found that all facets of commitment are not equally related to organizational effectiveness, with affective being to the most beneficial (i.e. employees are less likely to leave, be absent and are more accepting of change), while low perceived alternatives (a subset of continuance commitment) lead to greater organizational flexibility (lower acceptance of change). The relationship between commitment and various other variables of organizational relevance indicate its importance for organizational dynamics, for example, *Commitment and Job Satisfaction* (Reichers, 1985; Becker, 1992; Becker & Billings, 1993), *Commitment and Organizational Stress* (Begley & Czajka, 1993; Jamal, 1990; Ostroff & Kozolowski, 1992; Reilly & Orsak, 1991; Reilly & Orsak), *Commitment, General Health and Performance* (Jamal, 1984; Meyer and Allen, 1991), *Commitment and Career Orientation* (Romzik, 1989), *Commitment and Turnover intention* (Mowday, Porter, & Steers, 1982; Porter, Steers, Mowday & Boulian, 1974; Meyer and Allen, 1991; Meyer and Allen, 1991; Kelman, 1958), *Commitment and Perceived Job Mobility*. (Allen & Meyer, 1996; Mathieu & Zajac, 1990; Tett & Meyer, 1993), and *Commitment and Trust* (Sheppard & Tuchinsky, 1996; Jamal, 1984).

### ***Work Recognition.***

Managers routinely make reward decisions about subordinates that have profound impact on their subordinates' career success. One such reward, a favorable performance evaluation has been extensively studied with respect to factors that affect their psychometric properties and usefulness in organizational settings (e.g., Borman, 1991). Organizations are increasingly recognizing that recognition can be a potent motivator. Employee recognition program can take numerous forms. The best ones use multiple sources and recognize both individual and group accomplishments. A few years ago, 1,500 employees were surveyed in a variety of work settings to find out what they considered to be the most powerful workplace motivator. Their response? Recognition, recognition, and more recognition (Caudron, 1995)!

Consistent with reinforcement theory, rewarding a behavior with recognition immediately following that behavior is likely to encourage its repetition. Recognition can take many forms. You can personally congratulate an employee in private for a good job. You can send a handwritten note or e-mail message acknowledging something positive that the employee has done. For employees with a strong need for social acceptance, you can publicly recognize accomplishments. And to enhance group cohesiveness and motivation, you can celebrate team success. You can use meetings to recognize the contributions and achievement of successful work teams.

One of the most well known and widely used recognition program devices is the use of suggestion systems. Employees offer suggestions for improving processes or cutting costs and are recognized with small case awards. The Japanese have been especially effective at making suggestion systems at work.

### ***Reputational Effectiveness***

Reputation has been treated more as a popular rather than a scientific concept. Most writers have suggested but not systematically measured reputation as a form of managerial effectiveness (e.g., Kanter, 1977; March & March, 1978; Yukl, 1981). Turner (1960) suggested that managers have a general reputation for their effectiveness in the organization and that this reputation may be systematically related to managers' on the job behavior and actions. Tsui (1984) defined reputation as the effectiveness, as being perceived from the perspective of the individual or a

specific group of individuals who are satisfied with the job behavior and activities exhibited by manager being evaluated. This view of effectiveness is based on postulations in role theory (Katz & Kahn, 1978) and role set analysis (Merton, 1957). According to role theory, each focal person in the organizational structure is presented with a set of role expectations. These expectations are prescribed by multiple role senders and may consist of desirable behaviors, norms, attitude, values, or other standards of work conduct. The focal person is thought to act in relation and in response to these expectations. Effectiveness is a result of the extent to which the focal person's job behaviors are congruent with the role sender's expectations. Each role set is comprised of multiple role senders whose expectations may diverge from each other. The focal person may or may not be able to meet the multiple sets of expectations. Thus, any focal person may have the reputations for being effective with some role senders but not with others. In manager's role set, there are at least three primary groups of role senders. They are the superiors, the subordinates, and the peers. For managers who are near the organization boundary, external groups like customers, vendors, government agents, or labor representatives may also be important role senders in presenting their specific requirements and demands. The effectiveness of a focal manager depends on the nature of expectations and the influence relationship among the role set members. Indeed the task of the manager is not an individual but a social event...and that (he) is placed in the middle of a system of relationships, out of which (he) must fashion an organization, which will accomplish (his) objectives (Kanter, 1977).

Meeting behavioral expectations is a fundamental condition for obtaining and accruing reputational effectiveness. A focal manager may accrue high reputational effectiveness with constituency but not with another. The most reputationally effective manager is one who is able to meet the expectations of all or most of the constituencies in the role set. This manager will also most likely be rewarded more and advance faster in the organization than another manager who is able to meet the expectations of none or few constituencies.

Reputational Effectiveness is based on the extent to which the focal manager meets the unique expectations of the specific constituencies. Therefore, the behavior

instrumental for gaining reputational effectiveness from one constituency may not be useful for scoring favorable reputation from another. This suggests that the models for effectiveness will be different for different constituencies.

### ***General Health***

In practice two main uses of the term mental health are evident in the occupational literature (Murrell, 1978). The first notion of positive mental health (Argyris, 1951; Allport, 1958; Jahoda, 1958), at an empirical level found its best-known expression in the work of Kornhauser (1965). This refers to behavior attitude and feelings that represent an individual's level of success and satisfaction. It has no necessary connection with mental health illness in a clinical sense. The second use of the term mental health is associated more directly with clinical or medical usage being defined in terms of the absence of mental illness. It is particularly with respect to this meaning of mental health that occupational psychologists have eschewed empirical research with but a few exceptions. For example, Fraser (1947) examined the incidence neurosis in a large sample of factory workers and identified job characteristics as among the more important correlates; Erikson, Edwards, and Gunderson (1973) found that status congruence was strongly related to the incidence of psychiatric disorder, Arthur and Gunderson (1965) found that promotional lag was related with psychiatric illness. It may be that this lack of empirical work results from the difficulty Smith (1961) identifies when observing that "Mental Health" and its complement "mental illness" are terms that embarrass psychologist unable to define or conceptualize them to our satisfaction.

### ***Health Behavior Models.***

Some models have been developed to explain why people practice health-seeking behavior.

1. ***Health Belief Model.*** A very popular theory of health behavior, called health belief model (Hochbaum, 1958; Rosenstock, 1974; revised by Becker & Maiman, 1975) postulate that a person will practice health behavior depending on the degree of a health threat perceived by him and the perception that health practice will reduce that threat.

**2. Reasoned Action Model.** Another model for health promotion is one proposed by Fishbein and Aizen (1975) intention to perform a behavior has been identified as the most immediate determinant of behavior. Intention is the product of one's attitude towards that behavior or one's belief that others desire the person to behave that way (subjective norm). In this approach intentions are measured at a very specified rather than general level. Aizen and his associates (Aizen, 1985, 1992) revised theory and they call it theory of planned behavior. According to them besides knowing a person's intention, attitude and subjective norms, one needs to know his or her perceived behavioral control over that action. So in a way they introduce internality as self-efficacy in the model; self-efficacy was reported to be critical in enhancing attitude and behavior consistency (Madden, Ellen, & Ajzen, 1992).

#### *Relationship of General Health with Perceived Job Mobility and Job Satisfaction*

Evidence shows the apparent influence of the work experience on general satisfaction with life is to be expected for both intrinsic and instrumental reasons. The material rewards and penalties of the job carry over into non-work life. Factors other than work shape life satisfactions course (Quinn & Shepard, 1974; Campbell, Converse, & Rodges, 1976). The satisfactions (or dissatisfaction) with different aspects of life are interrelated, and the fact that satisfaction with work is a strong predictor of others (Campbell, Converse, & Rodgers, 1976). Expressed job satisfaction is also related to how satisfied a person says he is with his life as a whole.

The relationship of work to mental health begins to emerge in such findings. Jobs lower in status, rewards, and tending toward simple and repetitive activities are associated with lesser satisfaction at work, more symptom of depression, and lesser satisfaction with life. Job satisfaction has been studied with importantly because of its relationship with mental health. People who feel bad about their work are apt to feel bad about many other things, including family life, leisure activities, even life itself. Many psychiatric problems and problem of maladjustment are found related to person's inability to find satisfaction in work.

#### *Perceived Job Mobility*

Perceived Job Mobility refers to an individual's perceived ease of movement between organizations. The more perceived job alternatives and better market

opportunities, the higher the perceived job mobility (Hui, Law & Chen, 1999). It is important to examine if they have mobility, whether this perception affects employee's organizational experience and also their contribution to an organization. All these are interesting question. When employee perceive more job mobility, they are less likely to have satisfaction, commitment, and involvement in citizenship behavior etc.

### ***Turnover Intention***

Employee turnover has received much theoretical and empirical attention in organizational behavior and human resources management studies for several decades (Dalton & Todor, 1987; Hom & Griffeth, 1995; March & Simon, 1958; McEvoy & Cascio, 1987; Mobley, 1977; Smith, Kendall & Hulin, 1969). Early research on turnover, focused on employee identification of different antecedent to turnover (Mobley, 1977; Muchinsky & Morrow, 1980; Steers & Mowday, 1981), and many conceptual models have proposed to describe the employee termination decision process. For example, some models emphasize the central role of the job affects such as job satisfaction and organizational commitment in determining turnover and turnover intention.(Mowday, Porter, & Steers, 1982; Price & Muller, 1986); some models emphasize the importance of cognitive processes, that is comparing the value of costs and benefits of the current job to one's aspiration level in determining both job affect and termination decision ( Hulin, Roznowski, & Hachiya, 1985; Rusbult & Farrell, 1983; Thibaut & Kelly, 1959). At the same time, much of the empirical research on turnover has focused on self-report of turnover intention as predictor (Hom & Griffeth, 1995).

*Turnover and Turnover Intention.* Turnover is the voluntary and involuntary permanent withdrawal from an organization. A high turnover rates results in increased recruiting, selection and training costs. Turnover has been influenced by the turnover intention, turnover intention has been found to be the only antecedent having a direct impact on actual turnover (Coverdale & Terbory, 1980; Fishbein & Ajzen, 1974; Michales & Spector, 1982; Miller, Katerberg, & Hulin, 1977; Mobley, Homer, & Hollingsworth, 1978; Mowday, Koberg & McArthur, 1984).



After reviewing the literature on employee turnover processes, Mobley, Griffeth, Hand and Meglino (1979) concluded that behavioral intention to stay or leave are consistently related to turnover behavior. Indeed, turnover intention has consistently been demonstrated to have a significant and positive relationship with turnover, with the average coefficient +.38 (Carsten & Spector, 1987).

*Turnover Intention & Perceived Job Mobility.* The concept of perceived job mobility has been borrowed from the turnover literature. This concept represents an assessment by the employee about the favorability of external job environment. But perceived job mobility does not necessarily mean that an employee is going to withdraw from the job, like turnover intention, which is more closely related to actual turnover. In comparison to turnover intention, perceived job mobility will less likely to influence in role job performance.

*Turnover Intention and Job Satisfaction.* Satisfaction is found to be negatively related with turnover (Brayfield & Crockett, 1977; Mobley, Griffeth, Hand & Meglino, 1979). The actual strength of the relationship between satisfaction and turnover vary from one organization to another organization and from one time period to another. Other factors such as labor market conditions, expectations about alternatives job opportunities and length of tenure with the organization are important constraints on the actual decision to leave one's current job (Hulin, Roznowski, & Hachiya, 1985; Carsten & Spector, 1987).

Evidence indicates that an important moderator of the satisfaction-turnover relationship is the employee's level of performance (Spencer & Steers, 1981). Specifically Level of satisfaction is less important in predicting turnover for superior performers.

### ***Organizational Trust.***

Interest in the concept of trust has grown throughout the 1980s and into the 1990s. Among organizational scholars trust has received attention as a mechanism of organizational control and more specifically as an alternative to price and authority (Bradach & Eccles, 1989) as a response to the emphasis on opportunism that pervades exchange theory and transaction cost economies (Bromiley & Cummings, 1992; Etzioni, 1988), as a key factor in managerial beliefs in philosophies (Miles & Creed,

1995; Sitkin & Roth, 1993), and as a necessary element in the operation of networks forms of organization (Miles & Creed, 1995; Miles & Snow, 1992; Powell, 1990).

Within the ranks of managers, trust has been recognized as a major issue in building supplier relations (*Learning from Japan*, 1992); the starting point for problem solving sessions across work groups and between firms, their customers, and suppliers (Malright, 1989; Tichy & Charan, 1989); a key outcomes of building relationship understanding prior to this start of large projects (Associated General Contractors of America, 1992); and a means of facilitating high tech industry growth and success (Yoffie, 1994). Trust functions, according to Powell as "a remarkably efficient lubricant to economic exchange that reduces complex realities for more quickly and economically than prediction, authority or bargaining" (1990). Similarly Bromiley and Cummings (1992) argue that the level trust and trustworthiness in organizations of affect their structure and processes. Trustworthy behavior reduces transaction costs, as argued by these two scholars.

*Trust in Social Setting.* Trust is both the specific expression that another's actions will be beneficial rather than detrimental (Gambetta, 1988) and the generalized ability to taken for granted, to take under trust, a vast array of features of social order" (Garfinkel, 1967; cited in Zucker, 1986).

From sociological perspective, Zucker (1986) characterized three central mechanisms of "trust production" in economic structures as process based, characteristics based, institution based. In the process-based mode, trust arises either through the personal experience of recurring exchanges, such as gift exchanges or in expectations based on reputations. Reciprocity is at the heart of this process. Characteristics based trust is based on norms of obligation and cooperation rooted in social similarity, the expectation that a person can or can not be trusted because of family background age, social or financial, ethnicity, and so forth.

*Organizational Trust Function.* Limerick and Cunnington (1993) hold that "High levels of trust help reduce transaction costs....Trust lubricates the smooth, harmonious functioning of the organization by eliminating friction and minimizing the need for bureaucratic structure that specify the behavior of participant who do not trust each other." Within organizations, managers obviously play a central role in

determining the overall level trust and the specific expectations with a given units. Managers initiate most vertical exchange; thus whatever level of trust or mistrust is evident in their actions may well be reciprocated. Managers affect trust levels in several ways as identified by following three factors.

### **Trust in Organization**

=  $f$  {Embedded predisposition (a function of managerial Philosophy and its structural manifestations), Characteristics (dis) similarity (which is affected by organizational actions and structure) and Experience of Reciprocity (which is affected by the organizational context for reciprocity / mutuality)}.

Managers' beliefs and actions directly and indirectly influence both process-based and trust characteristics based trust in organizations. These core beliefs are referred to as managerial philosophies. Managerial philosophies are the mechanisms that serve to focus expectations about the people and so shape trust in organizations.

*Trust in Work Relationship.* Deutsch (1960, 1971) suggested three situational parameters- in which decision to trust is made: There is ambiguous course in the future, Outcome of occurrence depends on the behavior of others, and the strength of harmful events is greater than the beneficial event. Later he added positive and negative consequences of trusting acts.

Boon and Holms (1991) define trust as, a state involving confidential positive expectations about another's motives with respect to oneself in situations entailing risk'. This definition based on three elements that contribute to the level of trust one has for another; the individual's chronic disposition toward trust, situational parameters, history of their relationship.

*Trust in Professional Relationship.* Shappiro, Shippard, and Cheraskin (1992) suggested three types of trust operate in the development of a business relationship: deterrence based trust, knowledge based trust, and identification based trust.

*Deterrence Based Trust.* It is based on consistency of behavior that people will do what they say are going to do. Behavioral consistency is sustained by the threat of punishment (e.g. loss of relationship) that will occur if consistency is not maintained, that is people do not do what they say they will do.

*Knowledge Based Trust.* This type of trust is grounded in behavioral predictability- a judgment of the probability of the other's likely choice of behaviors. Knowledge based trust occurs when one has likely choice of behaviors. Knowledge based trust occurs when one has enough information about others to understand them and accurately predict their likely behavior.

*Identification Based Trust.* This form of trust based on a complete empathy with the other party's desire and intentions. At this third level, trust exists because each party effectively understands, agrees with, emphasizes with, and takes on other's values because of the emotional connection between them and thus can act for other. Identification based trust thus permits one to act as an "agent" for the other and substitute for the other in interpersonal transactions. Gabarro and Athos (1976) identified a number the bases of trust within business relationship: beliefs regarding the other's integrity, motives and intentions, behavioral consistency, openness and discreteness.

*Trust Studies.* Trust has been studied from a variety of perspective over the past decades. Some studies ask about the antecedents of trust (Christie & Geis, 1970; Deutsch, 1962; Rotter, 1971; Strickland, 1958) other studies ask about the consequences of maintaining (or failing to maintain) trusting relations (e.g. Bromiley & Cummings, 1992; Cook & Wall, 1980; Rousseau, 1989).

#### *Organizationally Relevant Outcome Variables: Organizational Level*

##### *Outcome Variables*

##### ***Organizational Effectiveness***

Organizational effectiveness is one of the central themes in organization theory and organization theory is defined by its focus upon the organization as unit of analysis (Cummings, 1978). Organization theory takes the dependent variables such as effectiveness, efficiency, and environmental relations as its primary concern.

The early approach in 1950s defined effectiveness as the degree to which an organization realizes its goals (Etzioni, 1964). But the goals are not properly defined in this definition. Later Researcher added the term survival (Kimberly, 1979) as necessary condition for organizational success. If there is anything that an organization seeks to do, it is to survive. But the use of survival as a criterion

presumes the ability to identify the death of an organization. Survival is an "alive or dead" evaluation. In fact, most organization does not die- they are remade. They merge; they reorganize, sell off major parts or move into totally new areas of endeavor. 'Survival' as the goal requires proper scrutiny.

In the 1960s and early 1970s review of organizational effectiveness studies (Campbell, 1977) identified thirty different criteria, all purposefully to measure 'organizational effectiveness'.

Today, there is unanimous agreement that organizational effectiveness requires multiple criteria that different organizational functions have to be evaluated using different characteristics, and that organizational effectiveness must consider both means (process) and ends (outcomes) (Robbins, 1999).

There are four major effectiveness models that have been identified by the researchers:

1. *The Goal Model.* Viewed historically, theorists have traditionally defined effectiveness as the meeting or surpassing of organizational goals (Barnard, 1938). It views organizations as principally concerned with the attainment of certain end products or goals.

2. *The Resources System Model.* This approach defines effectiveness as the degree to which an organization is successful in acquiring scarce and valued resources. The system resources model focus on the interaction between an organization and its environment.

3. *The Multiple Constituency Model.* The multiple constituency approach (Connally, Conlon, Deutsch, 1980) to organizational effectiveness defines effectiveness as the extent to which an organization satisfies the goals of its strategic constituents (or stakeholders).

4. *Competing Values Model.* This is the most recent approach to studying organizational effectiveness is that approach by Quinn and Rohrbaugh (1981; 1983; Rohrbaugh, 1981, 1983). It provides a means for integrating different models of organizational effectiveness with respect to three underlying value dimension.

- An internal focus versus external focus

- A concern for flexibility versus a concern for control
- A concern for ends versus a concern for means

*Organizational Effectiveness and Productivity.* An organization is productive if it achieves its goals and does so by transferring inputs to outputs at the lowest cost. As such productivity implies a concern for both effectiveness and efficiency (Robbins, 2000). A hospital, for example is effective when it successfully meets the needs of its clientele. It is efficient when it can do so at low cost. Popular measures of organizational efficiency include return on investment, profit dollar of sales, and output per hour labor. Argyris (1962) defines Organizational effectiveness as that condition in which "the organization, over time, increases outputs with constant or decreasing inputs or has constant outputs with decreasing inputs". Effectiveness and productivity are interrelated. In a study of 32 operating units of a nationwide service organization in US, it was found that the relationship between productivity and effectiveness varied from -.56 to +.83.

*Personal Effectiveness.* Since organization is made up of individuals, the characteristics of the individuals' might constitute a substantial portion of the macro level organizational characteristics. It means that personal effectiveness of the incumbents should get reflected in the organizational effectiveness as well. Even if it does not, the effectiveness of the individuals by itself should be a matter of concern, because performing well is prerequisite to any subsequent positive organizational dynamics.

*General Health.* If employees of an organization are mentally and physically healthy than absenteeism and turnover would be low that would make an organization effective.

*Turnover.* Turnover is a negative indicator of organizational effectiveness, if turnover will decrease in any organization then effectiveness will increase. A high turnover rate results in increased recruiting, selection, and training costs, and disrupts an efficient running of an organization when knowledgeable and experienced personnel leave and replacements must be found. So turnover is excessive or when it involves valuable performers, it can be a disruptive factor, hindering the organization's effectiveness.

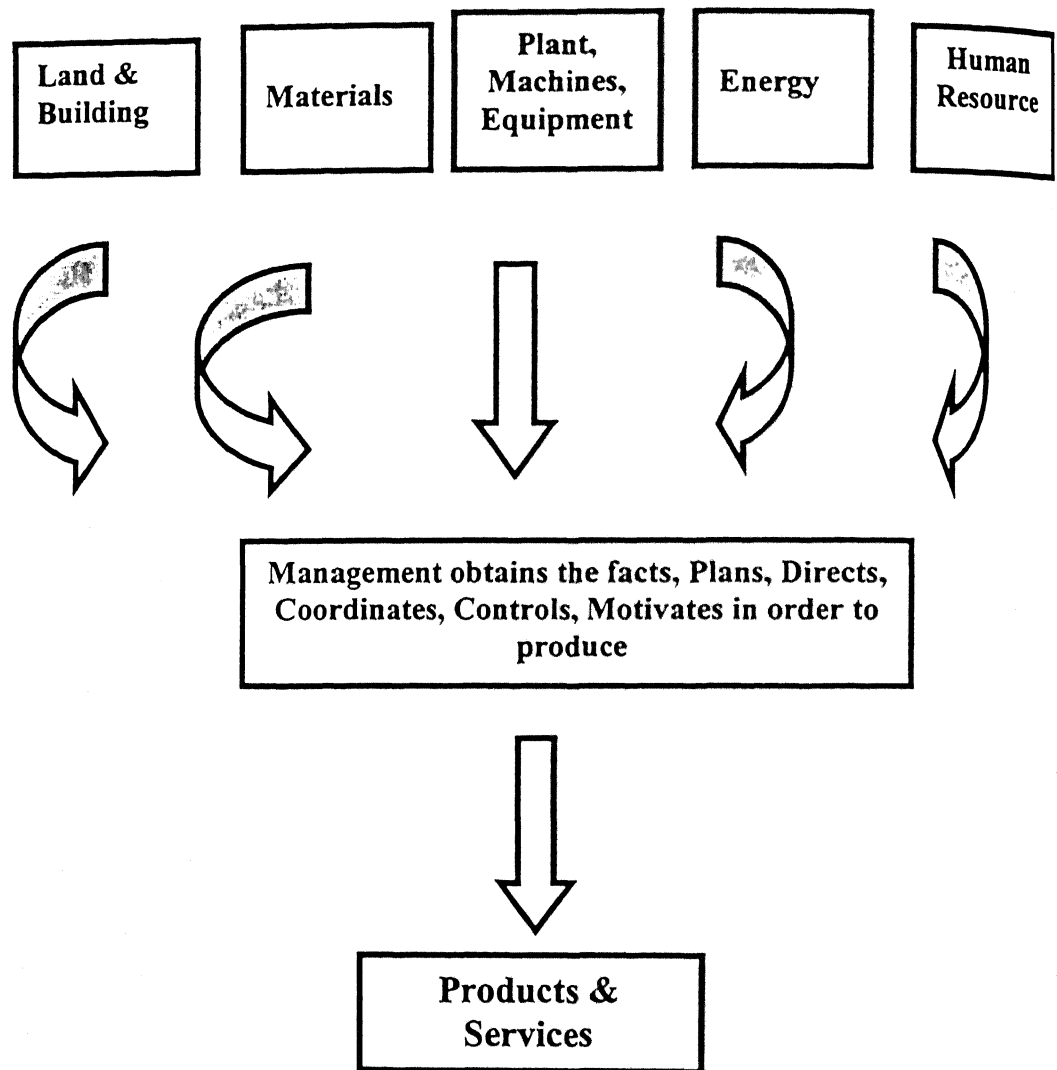
Researcher could not find literature on the relationship between *Organizational Effectiveness and Perceived Job Mobility*, and *Organizational Effectiveness and Job Satisfaction*. However, it can be argued that higher level of job satisfaction and lower level of perceived job mobility are good indicators of organizational effectiveness.

### ***Organizational Productivity***

Productivity is a measure of effectiveness of the transformation process indicating how the resources are being utilized. It can be interpreted as relationship between the physical resources used in production and the units of output produced in a specified period of time. From one perspective on organizational productivity, productivity may be defined as follows:  $\text{Productivity} = \text{Output} / \text{Input}$

This definition applies in an enterprise, to a sector of economic activity or the economy as a whole. The term "productivity" can be used to assess or measure the extent to which certain output can be extracted from a given input. In a typical enterprise the output is normally defined in terms of products or services rendered. In a manufacturing concern, products are expressed in numbers, by value and by conformity to predetermined quality standards. In a service rendered, in a travel agency, it could be value of tickets per customer and so on. Both manufacturing and service enterprise should be equally interested in consumers; or users' satisfaction, such as number of complaints or rejects. The enterprise disposes of certain resources or inputs' with which it produces the desired output. These are (a) Land and Building, (b) Materials, (c) Energy, (d) Machines and Equipment, and (e) Human Resources.

The use, which is made of all these resources combined, determines the productivity of the enterprise. The task of management of an enterprise is responsible for seeing that the enterprise resources mentioned above are combined in the best possible way to achieve the highest productivity. The following figure illustrates the whole process involved in productivity:



*Figure 4. Showing the factors of production process.*

In its quest for higher productivity, an efficiency-minded management acts to influence either one or both of the two factors, the output (i.e. products and services) or the input (i.e. the five resources at its disposal). Organizational Productivity might be related with the other organizationally relevant outcome variables for instance *Personal Effectiveness, General Health, Turnover Intention, Perceived Job Mobility and Job Satisfaction*. Researcher could not find any relevant study of the relationship between these outcome variables and other organizationally relevant outcome variables.



Based on evidence, it is concluded that productivity is likely to lead satisfaction. When satisfaction and productivity data are gathered for organization as a whole, rather at the individual level, we find that organization with more satisfied employees tend to be more effective than organization with less satisfied employees (Greene, 1972; Lawler III, 1973; Petty, McGee, and Cavender, 1984). If you do a good job, you intrinsically feel good about it. Additionally assuming that the organization rewards productivity, your higher productivity should increase verbal recognition, your pay level, and probabilities for promotion. These rewards in turn increase your level of satisfaction with the job.

In preset work, organizational productivity has been measured as higher level of morale, innovation and experimentation, and lower level of criticism, and complaints in the organization.

#### *Organizational Level Variables*

##### *Organizational Structure*

An organizational structure defines how job tasks are formally divided, grouped, and coordinated. The management, sociological and psychological literatures have provided the conceptualization of the development of organizational structure. Organizational structure is defined as the enduring characteristics of an organization reflected by the distribution of units and positions within the organization and their systematic relationship to each other. From the standpoint of open system theory (Homans, 1950; Katz & Kahn, 1966, 1971; Miller & Rice, 1967) structure develops within an organization to accomplish three basic events, namely energetic input, transformation and energetic output. The open system model postulate that structure develops because of the need for patterned cooperation among organizational units.

Division of labor creates group of specialists. The way in which we group these specialists is called departmentation. Departmentation is, therefore, the way in which organization typically coordinates activities that have been horizontally differentiated. Departments can be created on the basis of simple numbers, functions, product or services, client, geography, or process.

There are six key elements that managers need to address when they design organization's structure. These are work specialization (the degree to which tasks in organization are subdivided into separate jobs), departmentalization (the basis by which jobs are grouped together), chain of command (the unbroken line of authority that extends from the top of the organization to the lowest echelon and clarifies who reports to whom), span of control (the number of subordinates a manager can efficiently, and effectively direct), centralization (the degree to which decision making is concentrated at a single point in the organization), decentralization (decision discretion is pushed down to lower-level employees), and formalization (the degree to which jobs within the organization are standardized). Ownership (public versus private) and Size (large versus small or medium) are two other popularly discussed variables that may come under structural considerations. Researchers (e.g., Lau & Pavett, 1980) have indicated that managers in both the public and private sectors perform the same kind of activities in terms of complexity of job content and same kind of roles in terms job characteristics, whereas others (e.g., Fottler, 1981; Rainey, Backoff, & Levine, 1976) have challenged the notion by stating that the management functions are same in all types of organizations. It may be expected that public and private organizations differ on a number of dimensions, the effective functioning of both type of the organizations may be thought of as depending on the different criteria (Solomon, 1986).

*Size.* Most of the studies using organization as a variable, defines it as the total number of employee (Kimberly, 1976). It has been noted that using the number of total employees as the measure of organizational size inherently mixes size with efficiency (Gupta, 1980). Most of the evidences suggest that counting the total number of employees is as good as many other measures, the reason being, the total number is highly related to other measures of size. For instance, one study found the correlation between number of employees and the organization's net assets to be .78 (Pugh, Hickson, Hinings, & Turner, 1969). Blau & Schoenher (1971) studied government agencies, universities, and department stores, and concluded that the size is the most important condition affecting the structure of the organization. Blau (1971) found that increasing size promotes structural differentiation but at decreasing

rate. However, Argyris (1972) argued that managers in governmental bureaus follow traditional management theories regarding task specialization, unity of command, span of control, and so forth. Thus we would expect to find an increase in differentiation because managers believe in the appropriateness of management theories and are able to act on their beliefs.

Aston group in Great Britain looked at forty-six organizations and found that size was associated with greater specialization and formalization. They concluded that an increase in the scale of operation increases the frequency of recurrent events and the repetition of decisions, which makes standardization preferable. However, Aldrich (1972) reanalyzed Aston data and proposed that size is the result, not the cause: technology determines structure, which in turn determines size. Aldrich said that the firms that were high in complexity and formalization simply needed to employ a larger work force than those of the less structured firms. Later Hall and his associates studied seventy-five highly diverse organizations, on that basis they concluded that neither complexity nor formalization can be implied from organizational size. One question that is asked about the size is that how big is big? One answer can only be the approximation. However, most estimates tend to fall in the range of fifteen hundred to two thousand employees (Robey, 1986; Daft, 1986). Organizations with fewer than fifteen hundred employees tend to be labeled as "small". Overall research show that size certainly does not dictate all of an organization's structure but that it is important in predicting some dimensions of structure.

Some other variables associated with the organizational structure could be: Participation, Innovation (a new idea applied to initiating or improving the product, process, or service), Rule Observation, and Job Autonomy (the degree to which the job provides substantial freedom and discretion to the individual in scheduling the work and determining the procedures to be used in carrying it out). Job Specificity, Vertical Differentiation (refers to the depth in the structure), differentiation increases, and hence complexity, as the number of hierarchical levels in the organization increases, and horizontal differentiation (refers to the expanse in the structure).

This evidence suggests that somehow these components may be interrelated with each other. There is inverse relationship between centralization and complexity. Decentralization is associated with high complexity. Where as relationship between centralization and formalization is ambiguous. The early research found no strong relationship between centralization and formalization. Later research reported a strong negative relationship between two components; that is organization were highly formalized and decentralized. However, high formalization can be found coupled with either a centralized or decentralized structure.

*Units and Organizations.* The term units refer to the number of total organizational plants from which researcher has planned to collect the data. In present research work, researcher took a total of six organizational units of two wheeler manufacturing industries. These six units were further classified into four organizations. Organizations were referring to the different owners of the company with different organizational titles.

*Restructuring the Indian organizations: Through Collaboration, Alliances and Mergers.* The pre-liberalization period in Indian (1947-1991) witnessed an economic policy, which was inward looking, regulated, monopolistic and non-competitive. Come liberalization and the country was thrown into a global system from its traditional insular and self-reliant stance. The impact of liberalization on Indian companies can be summed up in on word- competition. For instance, Enron (power), US Steel (Steel), Shell Oil (petroleum), Ford, General Motors, Daewoo, Honda (all automobile) Kellogg's (foods), Revlon (cosmetics), GE and Whirlpool (consumer electronics) are formidable competitors who are building a large market for their products in India. In this context, organizational restructuring has emerged as a prerequisite for effective change management. The process of organizational transformation begins by examining the organization structure-the levels, jobs, reporting relationships, authority and power assigned to each job role, and so on. The restructuring would mean movement of people within the system or even out of it. Restructuring has gained momentum in India in recent times. This means that organizations have become more conscious for quality, customer expectations, size, and de-layering, empowering employees, seeking strategic alliances with

transnational and domestic companies, retraining workers and managers, and treating employees as the most important entities in an organization.

In present work, collaboration – uncollaboration dimension of organizational structure has been taken to discriminate between the organizations and to see its effect on the individual and organizational level outcome variables.

After the gradual opening up of the Indian economy in various sectors of industry, many joint ventures have been formed between Indian and foreign companies. Some examples of alliances are Ford-Mahindra, Telco-Benz, Hero-Honda, Escorts Yamaha, Maruti-Suzuki, Hindustan Motors-Mitsubishi etc. Another growth opportunity is the establishment contract research companies in India to leverage the advantage India has abundant trained manpower and low cost structure.

A large number of Indian companies in the private and public sector have tied up with MNCs, e.g., Sanofi-Torrent, Cadila-Abbot, and Elillily-Ranbaxy, for various types of collaborations. Most of these collaborations have been experimented with for the first time in the country and include marketing/co-marketing and co-development arrangements.

The process of buyout of Indian companies by MNCs and vice-versa is also going on in the Indian market. And many MNCs have also registered subsidiaries in India, some of which are in addition to existing joint ventures with Indian partners (e.g., Procter & Gamble in consumer goods and MNCs like Enron in the power sector). Most of these ventures are solely controlled by the MNCs.

However, collaborations and joint ventures have met with mixed success. J.J. Irani of TISCO compares an alliance with a foreign company to a marriage with a foreigner: but we all know that in the western culture divorce are quite frequent. However, joint ventures cobbled together in a hurry, in a new environment, tend to fail. It is advisable, first to learn from the past errors of such ventures. This will help in bringing greater maturity to future collaborative ventures.

**Empirical studies:** A review of the evidence lining organizational structures to employee performance and satisfaction leads to pretty clear conclusion- you can not generalize! Not everyone prefers the freedom and flexibility of organic structures. Some people are most productive and satisfied when work tasks are standardized and

ambiguity is minimized- that is, in mechanistic structures. So any discussion of the effect of organizational design on employee behavior has to address individual differences. (Porter & Lawler III, 1965; James & Jones, 1976; Snizek & Bullard, 1983; Turban & Keon, 1994). The empirical studies related to the variables in this study and organizational structure have already been mentioned in context of the other variables in the study mentioned earlier.

### ***Organizational Support***

Social scientists have proposed several definition of social support. In the organizational field a frequently used conceptualization of support is that advanced by House (1981), who differentiated between four kinds of support: (1) instrumental support (giving direct help, often of a practical nature), (2) emotional support (showing interest in, understanding of, caring for, and sympathy with a person's difficulties), (3) informational support (giving the person information that may help him or her deal with problems), and (4) appraisal support (providing feedback about the person's functioning that may enhance his or her self-esteem).

According to Eisenberger, Huntington, Hutchinson, and Sowa (1986), employees develop global belief concerning the extent to which organization values their contributions and cares about their well-being. They offered a measure of perceived employer commitment, which they called the survey of perceived organizational support (SPOS). Like organizational commitment, perceived organizational support represents an attitudinal response to the organization as a whole. Jones, Flynn, and Kelloway (1995) found that perceived organizational support was strongly related to job stressors, job satisfaction, and organizational commitment. These researchers also found that support may serve as a mediator of the effects of stressors. Generally speaking, social support reflects the availability of other people to help employees when they experience workplace stressors (Gore, 1987). Studies showed that support has positive impact on individual's level of well being and psychological health (Jex, 1998). Social support is directly associated with reduced strain, irrespective of the number or intensity of stressors that the individual encounters.

Shore and Tetrick (1991) found that perceived organizational support is strongly correlated with affective commitment, as would be expected on the basis of social exchange theory expressed by Eisenberger, Huntington, Hutchison, & Sowa, (1986, 1990) because organizational commitment is purported to develop as a result of perceived organizational support. Eisenberger *et al.*'s (1990) found that perceived organizational support was positively related to calculative commitment in the organization. Eisenberger *et al.*, (1986) also found that perceived organizational support reduces absenteeism. They found that the relation between perceived organizational support and absenteeism is greater for employees with a strong exchange ideology than those with a weak exchange ideology.

***Support and General Health:*** It was found that social support increases individual's self esteem, making less susceptible to the impact of stressors in their environment (Cohen & Wills, 1985; Fenlason & Beehr, 1994). Significant direct link was found between lack of social support and all of the strain variables, particularly job dissatisfaction. Of the various sources of support, those in the work place, especially supervisory support, those in the work place, especially supervisory support, exhibited the strongest negative relationship with strain. A study of Japanese Bank employee by Iwata and Suzuki (1997) showed the potential moderating effect of social support on strain. Supervisory support and support from significant other were negatively related with strain.

### ***Psychological Contract***

A psychological contract is an individual's belief in mutual obligations between that person and another party such as an employer (either a firm or another person). The psychological contract (Argyris , 1960; Rousseau, 1989; Schein, 1980) is an exchange concept providing a broad explanatory framework for understanding employee-organizations linkages. Argyris (1960) first utilized the concept and terminology of psychological contract. He analyzed the situation in two factories, using data from two interviews with employees and supervisors. Argyris did not clearly define the concept. Later Levinson who further developed this concept claims to be "father of this concept" (Guzzo, R.A., Personal Communication, 1995). Levinson, Price, Munden, Mandl, and Solley (1962) described in an elaborate case

study of a utility company the psychological contract as unwritten contract. The psychological contract is, according to Levinson, Price, Munden, Mandl, and Solley (1962), the sum of mutual expectations between the organization and employee.

Schein (1965,1980) pays attention to the psychological contract, defining it as a set of unwritten expectations present at each moment between each member of the organization and others in the organization. Schein (1980) described the psychological contract as the depiction of the exchange relationship between the individual employees and the organization. The psychological contract is the employees' perception of the reciprocal obligations existing with their employer; as such, the employees has beliefs regarding the organization's obligations to them as well as their own obligations to organization (Rousseau, 1989). Rousseau's approach (Rousseau, 1995) to psychological contract refined the concept, defined it as individual beliefs about the mutual exchange relationship between employee and employer.

Perceived obligations compose the fabric of the psychological contract. Psychological contracts consist of sets of individual beliefs or perceptions regarding the reciprocal obligations (Levinson, 1963; Rousseau, 1989). Obligation is defined as beliefs held by an employee or employer, that promise or debt binds each to an action in relation to the other party. These obligations may derive from implicit or explicit promises of future exchange or reciprocity, but our construct is nonetheless an inherently perceptual one (Farnsworth, 1982). Thus, the psychological contract is one type of promissory contract. The promissory contract consists of three components, including promise payment, and acceptance (Rousseau & Parks, 1993). A promise consists of a commitment to future course of action.

Although psychological contracts can involve a variety of inducements and contributions, MacNeil argued that there are two contract types: transactional and relational. Transactional contract involves specific, monetizable exchanges between parties over a finite and often a brief period of time. Competitive wages rates and absence of long-term commitments is characteristics of transactional contracts. Relational contracts, in contrasts, involve open-ended, less specific agreements that establish and maintain a relationship. These contracts involve both monetizable and



non-monetizable exchanges. Inducements in relational contracts characteristically include training and developments opportunities and a long-term career path within a firm. Rousseau and her colleague (Parks, 1992; Rousseau, 1989; Rousseau & Parks, 1993) distinguished between transactional and relational obligations. They linked the former type of contract with economic exchange and latter type of contract with social exchange.

#### ***Characteristics of the psychological contract***

Rousseau (1995) argues that in essence it is a subjective perception, which differs between individuals. Second, the psychological contract is dynamic, which means it changes over time during the relationship between employer and employee. Third, the contract concerns with mutual obligations, based on given promises, in which both parties invest in their relationship with the expectation of a positive outcome for them. Finally, psychologically, contract is tied to the context of the relationship: individuals and organizations cannot separately create the psychological contracts (Schalk & Freese, 1993), but they develop as an inseparable result of the interaction between the parties.

#### ***Psychological Contract Violation and Its Impact***

A violation occurs when one party in a relationship perceives another to have failed to fulfill promised obligations(s). Since contracts emerge under assumptions of good faith and fair dealing (MacNeil, 1985) and involve reliance by parties on the promises of the other, violations can lead to serious consequences for the parties involved. Violation of the psychological contract is distinct from unmet expectations and perceptions of inequity. Employees initially hold unrealistic expectations and when these expectations go unmet, employees may become less satisfied, perform less well, and become more likely to leave employer (see Wanous, Poland, Premack & Davis, 1992; for a review). When a psychological contract is violated, the responses are likely to be more intense than in the case of unfulfilled expectations. Violation of the psychological contract is related to procedural and distributive injustice (Sheppard, Lewicki & Minton, 1992). Failure to honor a contract creates a sense of wrongdoing, deception and betrayal with pervasive implications for the employment relationship (Rousseau, 1989).

Violation of psychological contract is negatively associated with trust. When rules of friendship are violated, trust and respect decline (Davis & Todd, 1985). Similarly, when an employer breaks a basic rule in work relationships, such as good faith and fair dealing, trust declines. Robinson and Rousseau (1994) also found that occurrence of violation correlated negatively with trust. When employees encounter a contract violation, their satisfaction with both the job and the organization itself can decline for a variety of reasons. First, there is the discrepancy between what was expected and what was received- a major source of dissatisfaction (e.g. Wanous, 1973). Second, what the employer promised but failed to provide may often be those aspects of one's work, which are important sources for work satisfaction. Robinson and Rousseau (1994) found that psychological contract violations were negatively associated with both job satisfaction and organizational satisfaction.

Robinson and Rousseau (1994) found that psychological contract violations by the employer was negatively associated the employee's intent to remain with the employer and positively associated with actual employee turnover. Basically, psychological contract binds the employee and employer- a form of guarantees that if each does his or her part, the relationship will mutually beneficial. Hence, violations weaken the bond. The violated party loses faith in the benefits of staying in the relationship and is therefore, more likely to leave.

Robinson and Rousseau (1994) found that careerism (the process through which individuals identify and implement steps to attain career goals) moderated the relationship between violations and trust suggests that the employees whose trust was most affected by violations were those planning to build a career with their employer; employee who trust the firm should value most.

The violation of psychological contract was measured through employees' belief regarding obligation to their employer and their employers' obligation to them. The questionnaire was developed and standardized by Robinson, Kraatz, and Rousseau (1994).

Up to this point, the existing theoretical and empirical body of knowledge with regard to the variables in the study especially within the framework of social psychology, organizational behavior, and human resource management was

presented. It may be reiterated that this work would focus on the construct of OCB but at the same time, the understanding of the dynamics of organizational behavior in terms of the variables mentioned above would also be a major concern.

The underlying dimensions of the variables in the study would be unraveled using the factor analysis. The relationships among the dimensions pertaining to the variables would be explored using various statistical techniques including correlations, canonical correlations, multiple regression analysis, discriminant analysis, path analysis, analysis of variance etc. Identification of some of the “antecedents” and “consequences” of the organizationally relevant variables would be attempted.

## Chapter 2

### Method

#### Sample

The sample consisted of 250 male executives drawn from the middle hierarchical level of six organizational units (organizational description is given in **Appendix D**). Two collaborated (having collaborative venture in association with some multinational company and each consisted two plants) and two uncollaborated organization, a total of six plants (belonging to four organizations) located in five different cities of north India were included in the sample. The organizations included in the sample could mainly be classified as either uncollaborated or collaborated. Table 1 lists certain characteristics that may help in an overall visualization of the sample. It may be noted that all four organizations belonged to automobile manufacturing sector, specifically to the two-wheeler industries. All were production organizations taken to reduce to error variance in the sample.(see more details in **Appendix E**)

Table 1

*Summary of the Organizational Characteristics and Number of Respondents*

<i>Organizational Units No.</i>	<i>Organization No.</i>	<i>Total No. Of Employees</i>	<i>International Collaborative Venture Status</i>	<i>Ownership</i>	<i>No. Of Respondent (Middle Level Executives)</i>	<i>Location (State)</i>
1	1	5921	Uncollaborated	Private	53	UP
2	2	1000	Uncollaborated	Private	56	UP
3	3	2532	Collaborated	Private	40	Haryana
4	3	935	Collaborated	Private	36	UP
5	4	1793	Collaborated	Private	43	Haryana
6	4	667	Collaborated	Private	22	Haryana

## **Measure**

Most of the measures used in this study were either borrowed from the original source, or modified versions of the original measures. Modification included changes in the sentence constructions, wordings, scaling, response categories and selective use of items and ideas. Modifications and fresh additions were by and large prompted by the experience of the author and thesis supervisor in the production organizational setting, and which was further reinforced by the data and experiences gathered during the course of pilot studies in connection with the work. Even before starting the pilot study, interview were taken from ten executives in connection with the main variable to verify the concept in real work setting.

The exact forms of the measures appear in **Appendix A**. The broad description of measures follows-

**Form 1: Organizational Citizenship Behavior.** This form consisting of ninety-seven items purported to measure the concept of OCB. Apart from the newly constructed ones, the items used in the questionnaire was based on work of Bateman & Organ (1983), Smith, Organ and Near (1983), Organ (1988), Van Dyne, Graham and Dienesch (1994), Moorman and Blakely (1995), Chattopadhyay (1999).

**Form 2: Job Performance / In-Role Behavior.** This form was based on the work of Fried, Ben-David, Avital, and Yeverechyahu (1998), consisting of 11 items and was used with some modifications by adding a few items more.

**Form 3: Impression Management.** This form consisting of twenty four items and was adapted from the writing of Fayne and Ferris (1990).

**Form 4: Emotional Intelligence.** This form was obtained from the Multi-Health System Inc., New York that was based on the work of Reuven BarOn (1997). It was consisting of one hundred and thirty three items.

**Form 5: Self-Management Perceptions and Practices.** Self-management perceptions and practices were measured through the questionnaire taken from the work of Castaneda, Kolenko, and Aldag (1999). It consisted of thirty nine items.

**Form 6: Background Variable.** It was measured through a twenty two-item questionnaire taken from Sinha (1992).

**Form 7: Work Locus of Control.** This questionnaire was based on the writings of Spector (1988) and consisted of 16 items.

**Form 8: Social Power.** Social power was measured through the questionnaire developed by Sinha and Singh-Sen Gupta (1990). It consisted of 40 items that was measuring the power of superiors over subordinates.

**Form 9: Ingratiation.** Ingratiation was measured through a questionnaire that was taken from the writings of Kumar & Beyerlein (1991). It consisted of twenty-four items.

**Form 10: Job Satisfaction.** Job satisfaction was measured through a questionnaire consisting of 3 items that was adapted from the work of Cammann, Fichman, Jenkins, and Flesh (1983).

**Form 11: Career Orientation.** Career orientation was measured through the 5-item scale developed by Robinson and Rousseau (1994).

**Form 12: Personal Effectiveness.** Personal effectiveness was measured through a questionnaire consisting of 4-items based on the work of Sutton and Ford (1982).

**Form 13: Organizational Commitment.** Organizational commitment was measured through a questionnaire that was adapted from the writings of Meyer and Allen (1984) that consisted of twenty items.

**Form 14: Work Recognition.** It was measured through a 5-item questionnaire taken from Sinha (1992).

**Form 15: Reputational Effectiveness.** Reputational effectiveness was measured through a 3-item questionnaire taken from the writing of Tsui (1984).

**Form 16: General Health Questionnaire:** The general health (lack of strain) was measured through the General Health Questionnaire-12 (GHQ-12) variant of General Health Questionnaire (Goldberg, 1988) that consisted of twelve items.

**Form 17: Perceived Job Mobility.** It was measured through a 4-item scale that was taken from the work of Rusbalt and Farell (1983).

**Form 18: Turnover Intention.** A 3-item scale from Cammann, Fichman, Jenkins, and Klesh (1979) was used to measure turnover intention.

**Form 19: Organizational Trust:** Organizational trust questionnaire was taken from the work of Gabarro and Athos (1976) that consisted of 7 items.

**Form 20: Organizational Productivity** Organizational productivity was measured through a 5-item scale taken from the work of Spreitzer and Mishra (1999). The article published in the 24<sup>th</sup> volume of Group and Organization Management.

**Form 21: Organizational Effectiveness** Organizational effectiveness was measured through a twenty two-item questionnaire taken from Sinha (1992) and based on the work of Sutton and Ford (1982).

**Form 22: Organizational Support.** The organizational support was measured through a questionnaire consisting of thirty-six items that was developed by Eisenberger, Huntington, Hutchison, and Sowa (1986).

**Form 23: Organizational Structure.** This questionnaire consisted of thirty-six items. The questionnaire was based on the writings of Hage and Aiken (1967), Hall (1962), Oldham and Hackman (1981), Kerr and Jermier (1978), Dewar, Whetten, and Bojk (1980).

**Form 24: Organizational Size.** Organizational size was measured in terms of the number of full time, paid members of the organization. This is frequently used as a measure of organizational size (Kimberly, 1976).

**Form 25: Psychological Contract.** This questionnaire consisted of fifteen items, classified into four different time perspective from the employee and employer's point of view that make 60 items. The questionnaire was based on the work of Rousseau (1990), and Robinson and Rousseau (1994).

The other variables in the study that were used in analysis were named as International Collaborative Venture Status in which organizations were classified into collaborative and uncollaborative organizations. Organizational Units that was measured by taking organizational plants into consideration of the sample.

### ***Procedure***

After a thoughtful understanding of the automobile organizations in the Northern part of India employing nearly a thousand or more employees, the organizations were chosen from the documented sources of the information. More specifically the two-wheeler organizations were finally selected as the organizations

of choice for this study. All organizations were sufficiently large; the criterion of approximate one thousand employees was employed to avoid the inclusion of overly 'small' organizations. The geographical region of northern India was selected for the sake of convenience and in order to avoid major cultural differences. The two-wheeler organizations were included into the sample to avoid the variance of product, structure, and processes. Before beginning the data collection process, letters of request were sent for obtaining permission to collect data in all two-wheeler manufacturing organizations located in north and central India region. Most of the organizations did not respond to the requests at all except one. So the researcher had no choice but to venture ahead and thus directly met the personnel and HR managers of the concern organization to convince them about the purpose of the study and to assure the confidentiality of the data. Four organizations and their six units had been kind enough to grant permission for data collection.

The researcher had focused on all four organizations to collect the data from a reasonably large sample ( $N = 250$ ). Due to the resources constraints (time and finance), it was decided to limit the endeavor only within six plants. All four organizations had private ownership. No discrimination among organizations made on the basis of structural properties like ownership, product, technological sophistication, regional culture and values. It may be noted that all the organization belongs to Hindi speaking region. The only discrimination that could be made among the organizations was on the basis of collaboration with multinational companies (MNCs). Out of the four organizations two had collaboration with MNCs (Japanese Firms) while the other two did not had any MNC collaboration were as labeled as uncollaborated organization.

The information obtained from the field setting was operationalized in terms of the variables specifically relevant to the present research endeavor and to the dynamics of the organization in general. A large number of items were gathered and a pilot run of the questionnaire was made on a small number of prospective respondents ( $N = 53$ ) from a local two-wheeler organization located in the same city where the researcher was stationed for his Ph.D. work. Some modifications were done on the basis of insights and experiences gained during the pilot run.



Special attention was given to the correlation between items ( $r = .70$ ) and kurtosis and skewness of the items. The criterion for skewness was kept of equal or greater than  $-.50$  to  $+.50$  and for kurtosis it was kept  $.50$ . It means that those of the items were dropped whose value were lying outside the range of criterion value. However, those items were still retained, that were considered useful and important for further data collection work, by a group of subject experts. Later these “valid” pilot run responses were included into the main and final data set.

The sampling procedure in the selection of organizations, and also to a large extent in the selection of the respondents from each organization could best be labeled as purposive with constraints that all were belonging to middle hierarchical level (based on some documentation of the organization that may not be classified necessarily as “official”). The respondents were chosen from various departments in most random fashion. The researcher had made an effort to collect the data from as many as respondents as possible in each organization based on the cooperation of that particular organization. Some organizations were relatively more cooperative than others. The exact number of respondents under hierarchical level and organizations appears in table-1. Data were not collected from those respondents who showed their unwillingness to respond the questionnaire. Respondents were approached individually, mostly in duty hours, with the permission of their respective authorities. First of all, researcher had provided awareness to them about the present work and requested for their cooperation in this work. Researcher assured the confidentiality of responses from each respondents and organizations. It was clarified that the data would be used only for academic purpose. There was no hidden motive behind this data collection work. Most data were gathered through the structured interview schedule. The researcher met each respondent as per his convenience, to avoid the wrong responses. It was made clear to them that whatever responses they were giving should be based on their own choice. It was clarified that there is no right or wrong response. They were free to choose any option according to their choice or wisdom. All questionnaires were modified for adaptation into self-report measures where ever required.

It would be noted that this work incorporated a large number of variables, but whatever variables have been taken for research work, were somehow well considered and directly or indirectly related to the basic purpose of present research work, so that the main concept could be understood precisely. Due to the exploratory nature of the work, the number of variables had become large. At the data analysis stage, however certain steps were taken toward data and variable reduction, and certain other measure were also taken in order to ensure the validity of the results as far as practicable.

Survey research may raise a number of issues regarding the reliability of the responses such as;

1. How much time was required per respondent?
2. How the researcher avoided introducing his or her own biases into the situation?
3. How cooperative the subjects for data collection purpose?
4. The impact of social desirability factors on the responses?

With regard to the above-mentioned questions, it has already been mentioned that structured interview schedule was used for data collection. Furthermore, organizational behavior research is very common in organization, so that researcher's motives might not have been suspected. Additionally, management of the organizations and executives were cooperative because they also felt the need to understand the workplace from social science perspective.

On an average, a period of about two hours was required per respondent. It was difficult to take this much time at stretch, so questionnaires got filled in two or three sittings, and many respondent want to get them filled up at home. So the questionnaire was given to them with adequate instructions. On an average a single respondent took 3 to 7 days in filling up the questionnaire. The researcher had not created any pressure for taking back the questionnaire, so they could fill the form with proper ease and comfort. It was required to get the genuine responses from the respondents. Most of the executives became willing to extend their help and support after understanding the purpose and seriousness of the work. Most of them demanded for feedback, and the researcher promised to give a summary of the research findings after thesis defense, which the investigator sincerely intends to do.

This being a field research, it can not be guaranteed in definite terms, but the researcher tried his best to avoid the introducing his own biases by keeping the interaction with respondents limited to the exchange of minimally necessary pleasantries, and sticking to the process of going through the structured interview schedule. To avoid the impact of social desirability factors on the responses, respondents were convinced in the beginning of interview session that (a) their true responses would be of great value and that there is no right or wrong answer to any item, and (b) that any individual's responses or identity is of little or no value because the focus would be on "some kind of pooled responses".

Presuming that the social atmosphere during data collection was free from felt or actual pressure toward conformity, the investigator was reasonably convinced that the data obtained were, by and large not significantly affected either by the researcher's own biases or by the impact of social desirability factors on the responses. Further, whatever contaminating effects might have crept into the data that could be treated as more or less for constant for all the respondents as the same. The investigator interviewed all the respondents with the same questionnaire. Of course, one cannot be overly sure on this account. The investigator wishes to submit with humility that these difficulties are the part of field research like the present one.

## **Results**

The variables that were explored within the purview of this study were such that have not been extensively studied in the organizational behavior framework, especially the pattern of relationships of variables. Owing to a paucity of definition of nature and relationships, and the complexity involved in conceptualization and treatment of variables with data evolving from a real life setting, the possibility of multidimensionality underlying the constructs might not be overruled. One must admit that identification of such dimensionalities, realization of their precise nature and comparison, and investigation of the interactive effect originating from conjoint variation of the underlying patterns of multiple constructs may be a worthwhile exercise in its own right, because it is through the study of such multivariate interactive patterns of the underlying dimension of salient variables that a researcher could possibly visualize a more authentic pattern that would be reflective of the situational dynamism of social realities compared to what one usually get through the constructs conceptualized in the uni-dimensional terms and treated in isolation of other variables of relevance and import. Due to certain constraints, the in-depth treatment of totality interactional patterns was dispensed with, although the utility of multivariate conceptualization and treatment was acknowledged. Consequently, all multi-item questionnaires purporting to measure the respective relevant constructs were subjected to factor analysis (principal factoring with iterations and oblique rotations). The following "stands" were taken in using the factor analytic results:

(a) Extractions of factors was stopped after eigen value dropped below unity (except where factors due to some methodological requirements had to retained), (b) the belonging of items to specific factors was kept non-overlapping in the sense that no item was included in more than one factor, (c) only those items were retained with those particular factors which had a loading of equal to or more than .30 on that factor

but did not have a cross loading of equal to more than .30 on any other factor simultaneously; (d) single item factors, that is, if a factors had only one item left in it that had a loading of equal to or more than .30, either by itself or as a result of adherence to stand mentioned in the clause 'c' above, was not retained because single item factors are known to be notoriously unreliable; and (e) finally factors were retained whose reliability was .70 or more for final selection of factors.

It needs to be pointed out that although for statistical puritans, the above mentioned stands might seem to be highly arbitrary; such stands are not very uncommon these days in organizational behavior literature. Further the factor analysis technique in this research was used primarily as a technique for item analysis and data reduction with a view to identify underlying "dimension" of various constructs that comprised items that had "clear and high loading" on respective factors. Therefore for subsequent analysis, the factors were treated as if they were variables or construct yielding composite scores on sub scales of subordinate construct rather than as 'factors' in strict statistical sense.

The factors' naming were accomplished by researcher and thesis supervisor. The factor loading, the item contents and the constructs from which the respective factors had been extracted were kept in view while naming the factors.

*Exploring the Underlying Dimensions of the Construct: The Factors Analysis Results:* Responses on the all variables were subjected to factor analysis. The factor analysis results are based on principal factoring with iterations and oblique rotations using the PA 2 option of the SPSS-X statistical analysis package program. The name of factors extracted by factor analysis is as follows (*Factor analysis results are given in Appendix B*).

**Form 1: Organizational Citizenship Behavior.** This questionnaire comprised ninety-seven items. Factor analysis resulted in 27 significant factors. However, owing to the stands mentioned above, 11 factors were retained that were named as follow. (a) Emotional Support (ES) which consisted of item numbers 82, 83, 84, and 85 (b) Concern for Organizational Resources (COR) which consisted of item numbers 31, 32, 33, 40, and 41 (c) Conservation of Time (CT) which consisted of item numbers 79 and 80 (d) Organizational Pride (OP) which consisted of item numbers 9, 10, 12, 37,

38 (e) Work Mindedness (WM) which consisted of item numbers 49, 52, and 54 (f) Civic Virtue (CV) which consisted of item numbers 7, 88, 90, 91, 92, 93 and 94 (g) Social and Functional Participation (SFP) which consisted of item numbers 60, 61, 62, 63, 64 and 65 (h) Altruism (ALT) which consisted of item numbers 2, 3, 4, and 5 (i) Sportsman Spirit (SPO) which consisted of item numbers 14, 15, 16 and 17, and (k) Generalized Compliance (GC) which consisted of item numbers 48, 73, 77 and 78

**Form 2: Job Performance / In-Role Behavior.** This questionnaire consisted 11 items which yielded two factors that were named as follow (a) Job Efficacy (JEF) which consisted of item numbers 1, 2, 3, 4, 5, 6, 7, 8, 9, and (b) Job Sincerity (JSIN) which consisted of item numbers 10 and 11

**Form 3: Impression Management.** This questionnaire consisted of twenty-four items, culminating in six factors out of which four factors were retained owing to our stand. They were named (a) Job Specific Impression Management (JSIM) which consisted of item numbers 6, 23 and 24 (b) Job Credit Outcome Focused Impression Management (JOIM) 1, 2, 3, 4, 5, and 8 (c) Supervisory Focused Impression Management (SUIIM) which consisted of item numbers 12, 13, 14, 15, 16 and 18, and (d) Self-Focused Impression Management (SFIM) which consisted of item number of item number 20 and 21.

**Form 4: Emotional Intelligence.** This questionnaire consisted of one thirty three items. Factor Analysis resulted in 39 factors. However owing to the stands mentioned above, five factors were retained that were named as follows (a) Assertiveness and Positive Self Concept (APSC) which consisted of item numbers 12, 22, 24, 25 (b) Impulse Control (IC) which consisted of item numbers 13, 86, 117 and 130 (c) Positive Attitude about Life (PAL) which consisted of item numbers 125, 126, 127, 128 and 132 (d) Reality Awareness (RA) which consisted of item numbers 81, 88, 89 and 112, and (e) Controlled Problem Solving (CPS) which consisted of item numbers 42, 60, 73 and 78.

**Form 5: Self-Management Perceptions and Practices:** This questionnaire consisted of thirty nine items culminating in nine significant factors out of which seven factors were retained. They were named (a) Self-Performance Perception (SPPc) which consisted of item numbers 1, 2, 3, 4, 5, 6, 7 and 8 (b) Planning Practice

(PPr) which consisted of item numbers 22, 23, 24, 25, 26, 28, 29 (c) Self-Efficacy Perception (SEPC) which consisted of item numbers 9, 10, 11, 12, (d) Access and Catch up Practice (ACPr) which consisted of item numbers 31, 32, 33, 34, 35 (e) Supervisory Performance Feedback Perception (SPFPc) which consisted of item numbers 20 and 21 (f) Emotion Management Practice (EMPr) which consisted which consisted item numbers 36, 37, 38, 39, and (g) Self-Knowledge of Performance (SKP) which consisted of item numbers 13, 14, 15, 16 and 18.

**Form 6: Background Variable.** This form consisted of 19 items culminating into seven significant factors out of which three were retained. They were named as follow (a) Seniority (STY) which consisted of item number 4, 7, and 11 (b) Chronological Senior by Good Career Break (GCB) which consisted of item numbers 9 and 14, and (c) Career Progression and Urbanity (CPU) which consisted of item numbers 16 and 17.

**Form 7: Work Locus of Control.** This questionnaire consisted of 16 item culminating in four significant factors that were named (a) Luck (LK) which consisted of item numbers 5, 6, 9, 13 and 16 (b) Action Initiative (AI) which consisted item number 1, 2, 3, 4, and 7 (c) Significant Others (SO) which consisted of items numbers 8, 10, 12 and 15, and (d) Effort (EFT) which consisted of item numbers 11 and 14.

**Form 8: Social Power.** This questionnaire consisted of 40 items yielded eight significant factors out of which seven factors were retained that were named as follow (a) Intra-Work Reward (IWRP) which consisted of item numbers 10, 11, 12, 13 and 14 (b) Coercive Power (CP) which consisted of item numbers 1, 2, 3, 4, 5, 6, 7, 8 and 9 (c) Information Power (IP) which consisted of item numbers 25, 26, 27, 28, 29, 30 and 31 (d) Extra-Work Reward Power (EWRP) which consisted of item numbers 15, 16, 17, and 18 (e) Legitimate Power (LP) which consisted item numbers 20, 21, 22, 23, and 24 (f) Referent Power which consisted numbers 35, 36, 37, 38, 39 and 40, and (g) Expert Power (EP) which consisted of item numbers 32, 33, and 34.

**Form 9: Ingratiation.** It consisted of twenty-four items culminating in four significant factors that were named (a) Opinion Conformity (OC) which consisted of item numbers 7, 9, 11, 12, 13, 14, 15, 16, 17, 18 and 19 (b) Other Enhancement /

Opinion Conformity (OEOC) which consisted of item numbers 1, 2, 3, 4, and 6 (c) Favor Rendering (FR) which consisted of item numbers 20, 22, 23, 24, and (d) Other Enhancement / Self Presentation (OESP) which consisted of item numbers 4, 5, 8, and 21

**Form 10: Job Satisfaction.** This questionnaire consisted of three items culminating in a single significant factor that was named Job Satisfaction (JS) which consisted of item numbers 1, 2, and 3

**Form 11: Career Orientation.** This questionnaire consisted of five items culminating in a single significant factor that was named Career Orientation (CO) which consisted of item numbers 1, 2, 3, 4 and 5

**Form 12: Personal Effectiveness.** This questionnaire consisted of four items culminating in a single significant factor that was named Personal Effectiveness (PE) which consisted of item numbers 1, 2, 3 and 4

**Form 13: Organizational Commitment:** It consisted of 20 items yielded five significant factors out of which four factors were retained. They were named as (a) Sense of Attachment (SA) which consisted of item numbers 1, 2, and 4 (b) Conditional Continuance Commitment (CCC) which consisted item numbers 9, 10, 11, 12, 13, 14, 15, and 16 (c) Normative Commitment (NC) which consisted of item numbers 19 and 20, and (d) Organizational Attraction (OA) which consisted of item numbers 3, 5, 6, 7 and 8.

**Form 14: Work Recognition.** This questionnaire consisted of five items culminating in a single significant factor that was named work Recognition (WR) which consisted of item numbers 2, 3, 4, and 5

**Form 15: Reputational Effectiveness.** This questionnaire consisted of three items culminating in a single significant factor that was named Reputational Effectiveness (RE) which consisted of item numbers 1, 2, and 3

**Form 16: General Health Questionnaire.** This questionnaire consisted 12 items culminating into two significant factors that were named (a) Sense of Accomplishment and Contribution (SAC) which consisted of item numbers 1, 3, 4, 7, 8, and 12, and (b) Botheration Free Existence (BFE) which consisted of item numbers 2, 5, 6, 9, 10 and 11



**Form 17: Perceived Job Mobility.** This questionnaire consisted of 4 items culminating in a single significant factor that was named Perceived Job Mobility (PJM) which consisted of item numbers 1, 2, 3, and 4.

**Form 18: Turnover Intention.** This questionnaire consisted of 3 items culminating in a single significant factor that was named Turnover Intention (TI) which consisted of item numbers 1 and 2.

**Form 19: Vertical Trust.** This questionnaire consisted of 7 items culminating in a single significant factor that was named Vertical Trust (VT) which consisted of item numbers 1, 2, 3, 4, 5, 6 and 7

**Form 20: Organizational Productivity.** This questionnaire consisted of 5 items culminating in a single significant factor that was named Organizational Productivity (OPRO) which consisted of item numbers 2, 3, 4, and 5

**Form 21: Organizational Effectiveness.** This questionnaire consisted of twenty-two items. Factor Analysis resulted in a four significant item numbers that were named as follows (a) Profit and Growth related Organizational Effectiveness (PGOE) which consisted of item numbers 5, 6, 7, 8, 9, 10, 11 and 21 (b) Resource Acquisition related Organizational Effectiveness (RAOE) which consisted of item numbers 12, 13, 14, 15, 16 and 20 (c) Perceived overall Organizational Effectiveness (POE) which consisted of item numbers 1, 2, 3 4, and (d) Human Resources Acquisition related Organizational Effectiveness (HROE) which consisted of item numbers 17, 18 and 19.

**Form 22: Organizational Size.** Organizational size was measured in terms of the number of full time, paid members of the organization.

**Form 23: Organizational Structure.** This questionnaire consisted of thirty-six items. Factor Analysis resulted in a three significant factors that were named as follows (a) Formalization (FLN) which consisted of item numbers 25, 26, 27, 28, 29, 30, and 31 (b) Centralization (CLN) which consisted of item numbers 6, 7, 8, 9, and 10 (c) Participation (PTN) which consisted of item numbers 1, 2, 3, and 4 (d) Innovation (INN) which consisted of item numbers 35, and 36 (e) Rule Observation (ROB) which consisted of item numbers 17, and 18 (f) Job Autonomy (JAUT) which

consisted of item numbers 14, 15, 16, and (g) Job Specificity (JSPC) which consisted items number 19, 20, 21, 22, 23, and 24.

**Form 24: Organizational Support.** This questionnaire consisted of thirty-six items. Factor Analysis resulted in a three significant factors that were named as follows (a) Organizational Supportiveness (OSUP) which consisted of item numbers 1, 5, 8, 9, 20, 21 (b) Caring Attitude of Organization (CAO) which consisted of item numbers 4, 24, 25, 27, 30, 35, 36 (c) Appreciation of Effort (AOE) which consisted of item numbers 3, 7, 23, 28, 32.

**Form 25: Psychological Contract.** This questionnaire consisted of 60 items. Factor Analysis resulted in a four significant factors that were named as follows (a) Employee Development-Organization (ED-O) which consisted of item numbers 4, 5, 6, and 7 (b) Pay and Promotion-Organization (PP-O) which consisted of item numbers 1, 2, and 3 (c) Employee Development-Employee (ED-E) which consisted of item numbers 19, 20, and 21, and (d) Pay, Promotion and Security (PPS) which consisted of item numbers 16, 17, 18, and 20.

The other variables in the study that were used in analysis were named as International Collaborative Venture Status in which organizations were classified into collaborative and uncollaborative organizations. Organizational Units that was measured by taking organizational plants into consideration of the sample.

The product-moment correlation between the various dimension and / or variables included in this study, and corresponding mean, standard deviations, and Cronbach's (1951) "Standardized" alpha coefficient (which may be comparable to Cronbach Statistics (est.)) are given in **Appendix C**.

#### ***The Conceptual Scheme: Categorizing the Variable***

The major constructs in this study were as follows: Organizational Citizenship Behavior, Job Performance / In-Role Behavior, Impression Management, Emotional Intelligence, Self-Management Perceptions and Practices, Background Variables, Work Locus of Control, Social Power, Ingratiation, Job Satisfaction, Career Orientation, Personal Effectiveness, Organizational Commitment, Work Recognition, Reputational Effectiveness, General Health, Perceived Job Mobility, Turnover Intention, Vertical Trust, Organizational Productivity, Organizational Effectiveness,

Organizational Size, International Collaborative Venture Status, Organizational Units, Organizational Structure, Organizational Support, and Psychological Contract. The major constructs might have had certain sub classification or subsidiary but related concepts. This study actually made use of a number of primary measuring tools tapping corresponding sub categories of the major constructs. That is why actual number of measuring tools subjected to factor analysis (and other analysis in case of categorical and derived variables) were much greater in number than that of the major constructs in the study.

All-inclusive this study made a use of eighty-three factors. Twenty-seven concepts were measured through 310 items.

#### **The Conceptual Framework: Assumptions**

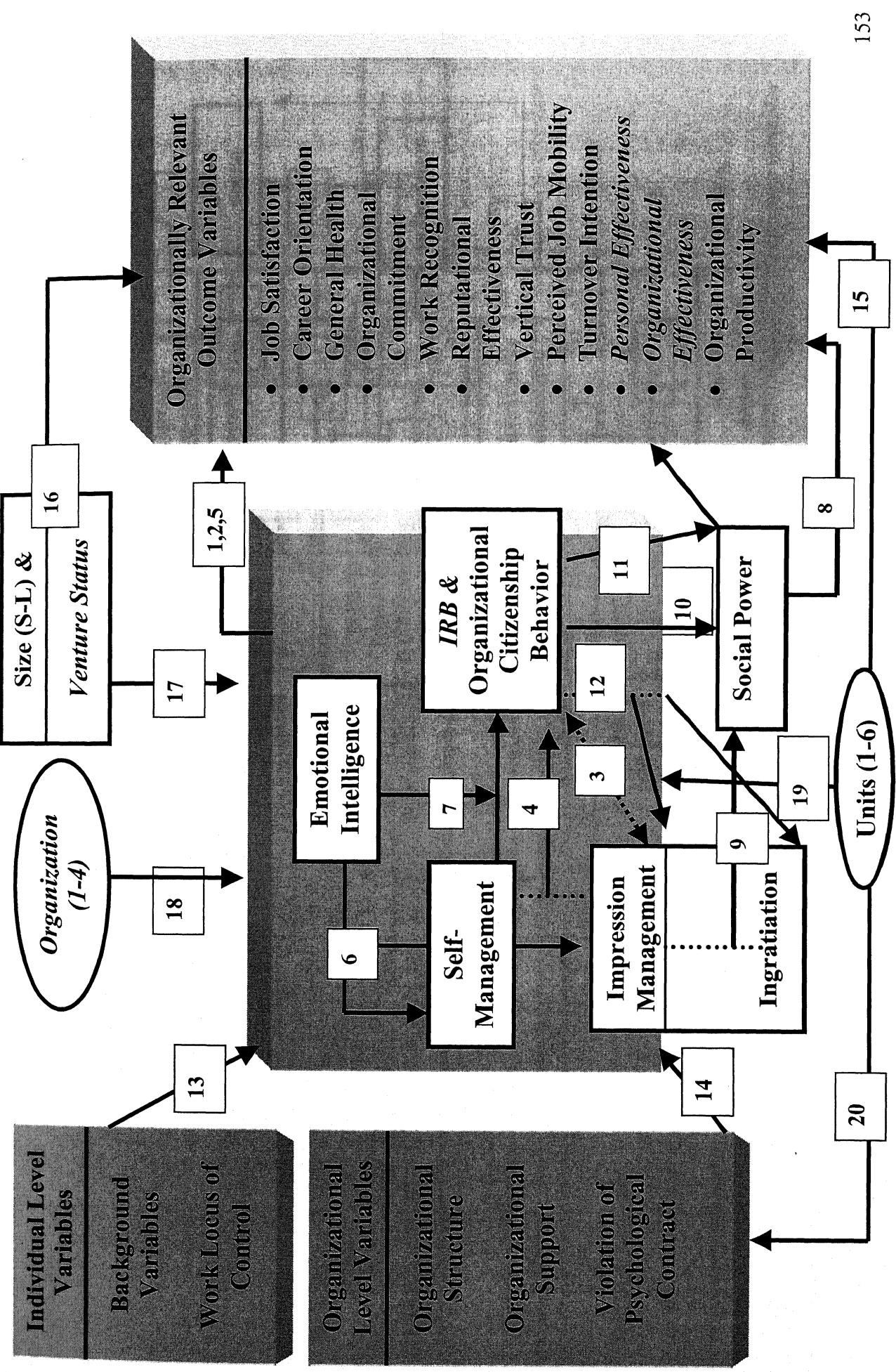
1. The OCB has remained a relatively less explored variable; consequently not much knowledge is available regarding the genesis of OCB, especially in Indian context and its relationship with the other variables of organizational importance.
2. OCB is conceptualized as a composite of behaviors that are not required by the formalized organizational design but are now considered by many behavioral science scholars as relevant for increased effectiveness or at least better functioning of the human resource constituting the relevant group.
3. So it is worthwhile to look for some of the variables that might influence and influenced by organizational citizenship behavior.
4. Since the citizenship behavior is influenced by several within-individual and extra-individual variables, it might be useful to look for individual level variables (emotional intelligence, self management, etc.), organizational level variables (organizational structure, support etc) and individual-organizational level variables (psychological contract), in order to have a holistic understanding of OCBs, and
5. The literature suggests that the OCBs have a positive impact on organizational performance.
6. The guiding principle behind the selection of variables in the study was based on the criteria of Novelty, Importance, and Confusion.

Conceptually the constructs incorporated in this study should be classified into following Sectors:

- (1) The Thrust Variables,
- (2) Individual Level Variables,
- (3) Individual Level Outcome Variables,
- (4) Organizational Level Outcome Variables
- (5) Organizational Level Variables.

**Sector 1**, which included Organizational Citizenship Behavior, In-Role Behavior, Impression Management, Emotional Intelligence, Self-Management Perceptions and Practices **Sector 2**, which included Background Variables, Work Locus of Control, Social Power, Ingratiation **Sector 3**, which included Job Satisfaction, Career Orientation, Personal Effectiveness, Organizational Commitment, Work Recognition, Reputational Effectiveness, General Health, Organizational Trust, Perceived Job Mobility and Turnover Intention. **Sector 4**, which included Organizational Productivity and Organizational Effectiveness. **Sector 5**, which included Organizational Size, International Collaborative Venture Status (Collaborated / Uncollaborated), Organizational Units, Organizational Structure, Organizational Support, and Psychological Contract.

A pattern of relationship among five categories of the constructs was postulated at conceptual level. The schematic representation of the postulated pattern of relationship among categories is depicted in figure 5 (the figure is a composite representation of schematic conceptualization at more than one stage of the research). The figure number 6, 7, and 8 are showing the canonical correlations among the different sets of variables. In the Figure - 5, the five thrust variables are placed in the middle rectangular box. The numerals in small rectangular boxes represent the number pertaining to the twenty research questions appearing on page numbers 159-162. In the subsequent figures number 6, 7, and 8; the small rectangular boxes represent the maximum Canonical Correlation between the two variables (that should actually be understood in terms of a set comprising the factor-analytically derived dimensions, in most cases).



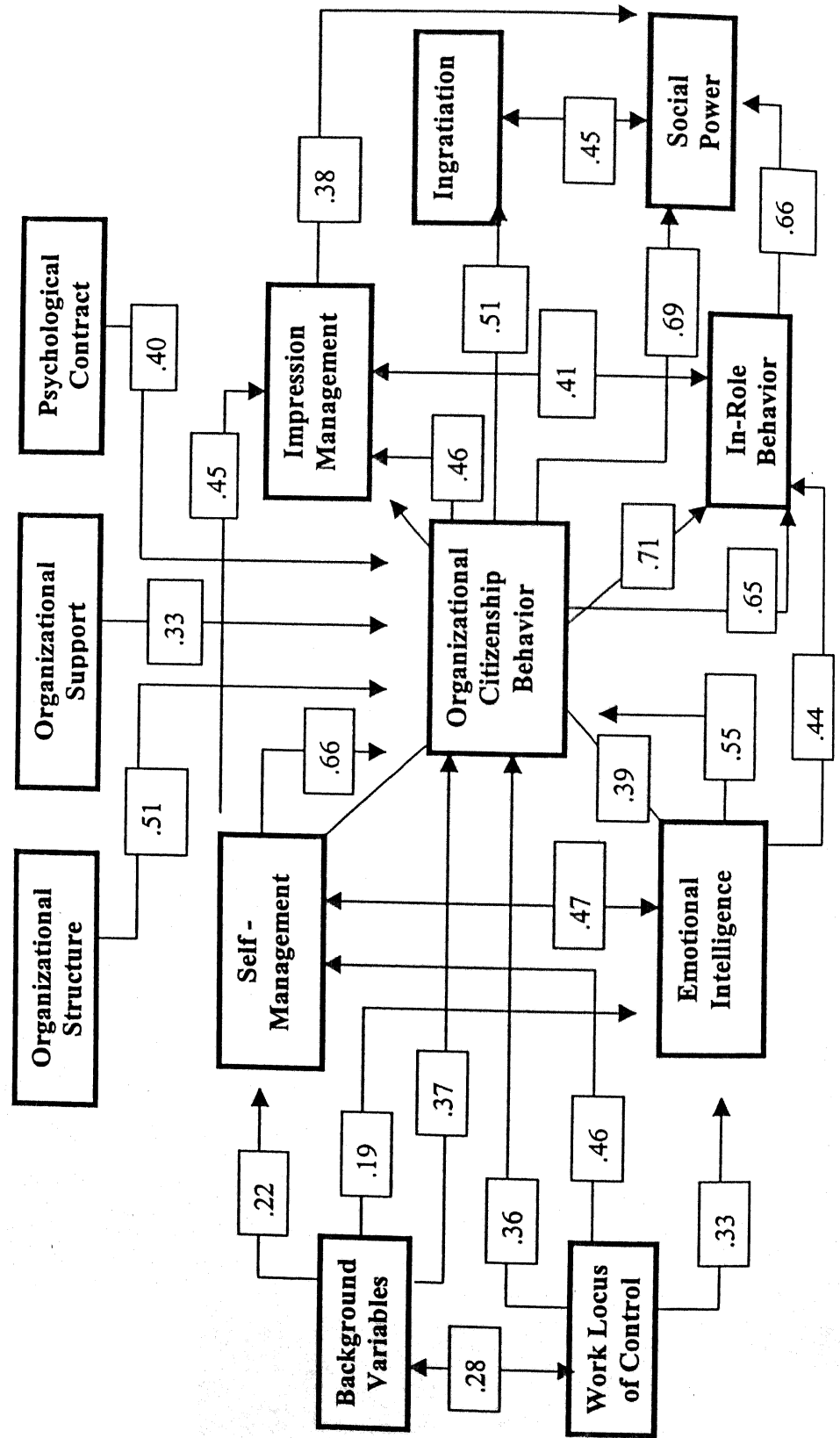


Figure 6. Showing canonical correlations among all the major variables.

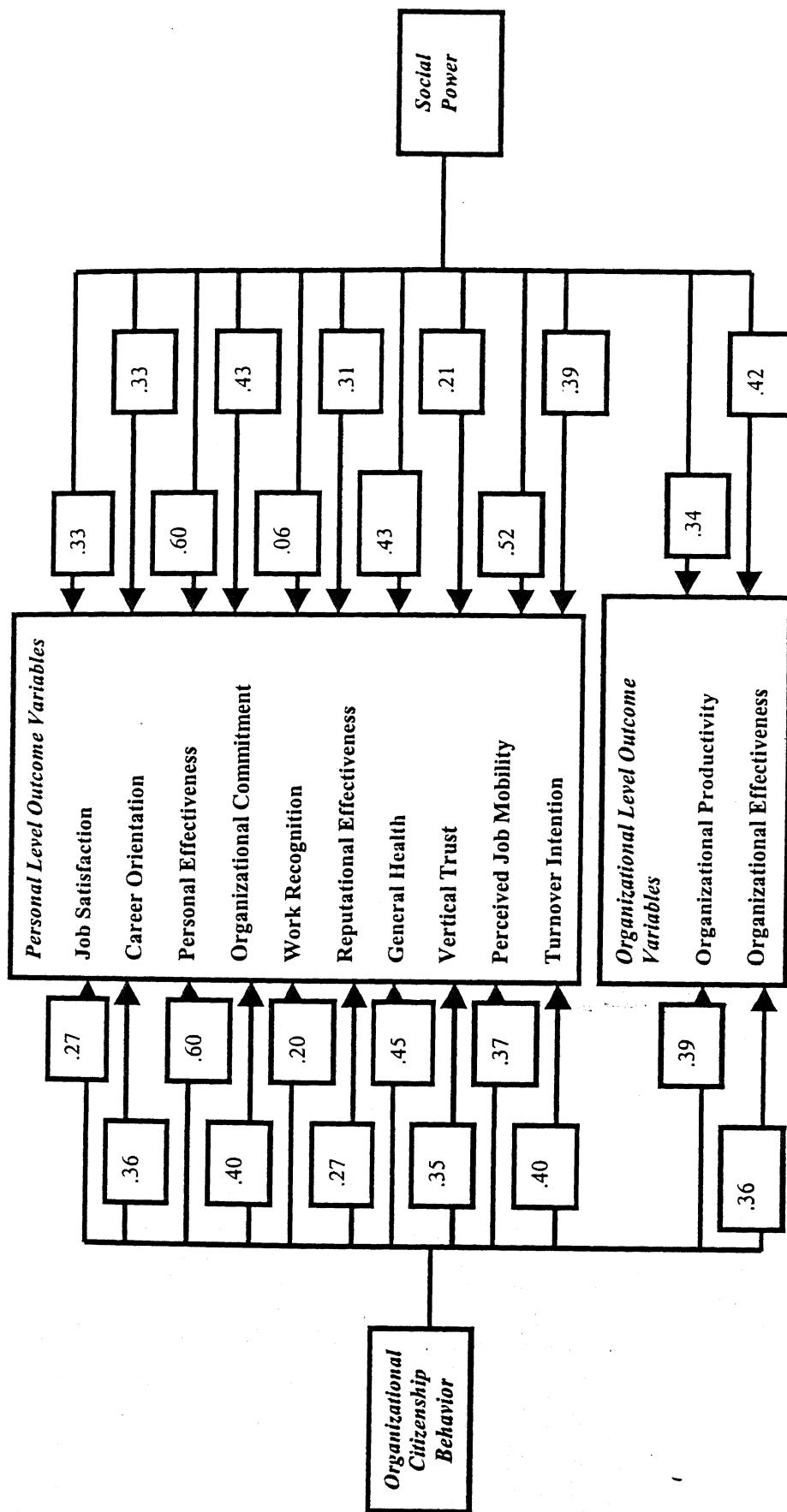


Figure 7 Showing the canonical correlations among the OCB, social power, and organizationally relevant outcome variables

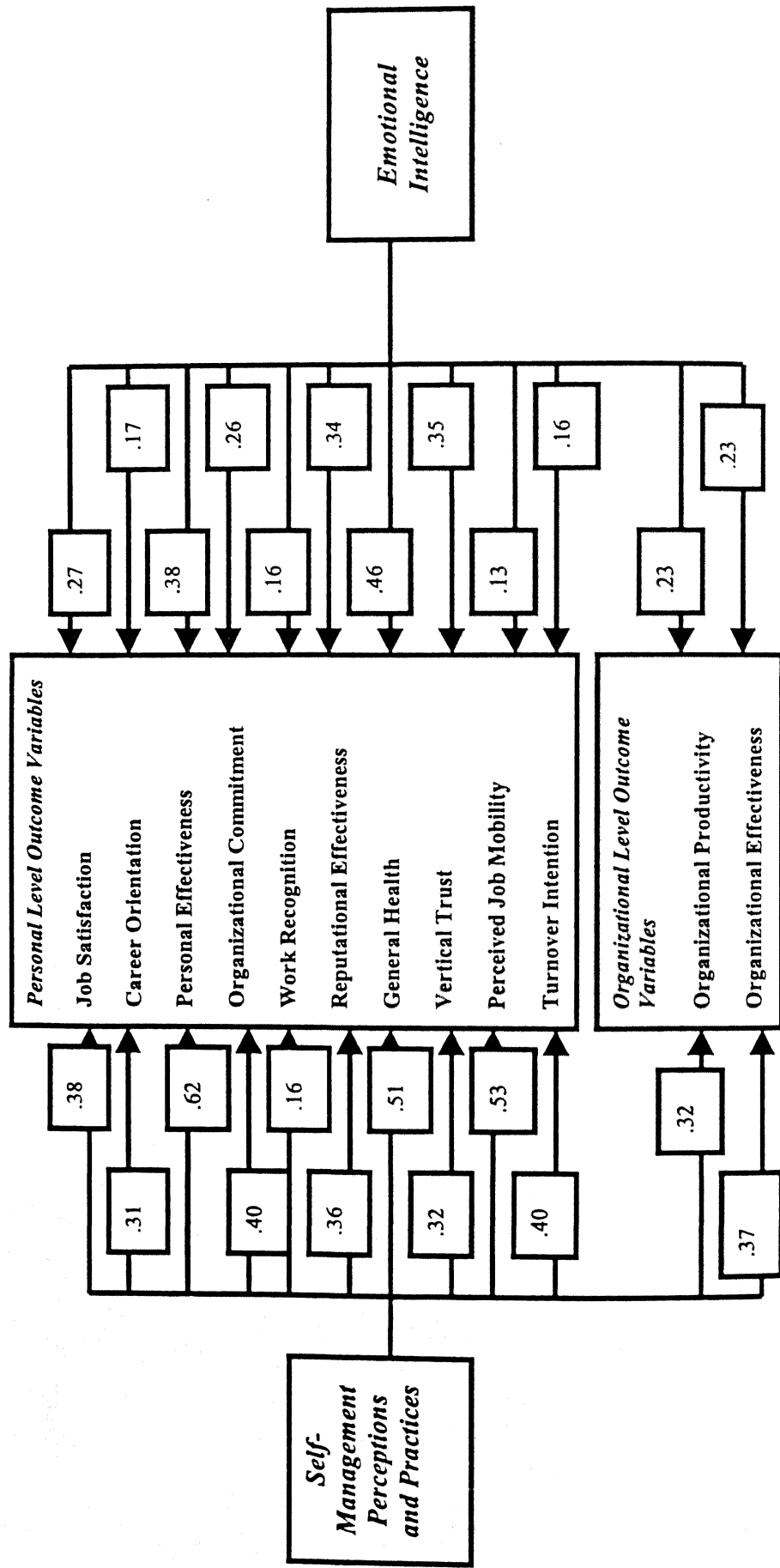


Figure 8. Showing the canonical correlation between self-management, emotional intelligence, and organizationally relevant outcome variables



### ***Categories of Variables and Their Dimensions.***

Various Factors of the major variables obtained through factor analysis, and other categorical and derived variables are listed below. This List Corresponds with figure 5.

***Organizational Citizenship Behavior:*** Emotional Support (ES), Concern for Organizational Resources (COR), Conservation of Time (CT), Organizational Pride (OP), Work Mindedness (WM), Civic Virtue (CV), Social and Functional Participation (SFP), Altruism (ALT), Sportsman Spirit (SPO), Individual Initiative (INI), Generalized Compliance (GC)

***Impression Management*** Job Specific Impression Management (JSIM), Job Outcome Credit Impression Management (JOIM), Supervisory Focused Impression Management (SUIM) Self-Focused Impression Management (SFIM)

***Job Performance / In-Role Behavior:***

Job Efficacy (JEF), Job Sincerity (JSIN)

***Emotional Intelligence:*** Assertiveness and Positive Self Concept (APSC), Impulse Control (IC), Positive Attitude about Life (PAL), Reality Awareness (RA), Controlled Problem Solving (CPS)

***Background Variable:*** Seniority, Chronological Senior by Good Career Break (GCB), Career Progression and Urbanity

***Work Locus of Control:*** Luck (LK), Action Initiative (AI), Significant Others (SO) Effort (EFT)

***Self-Management Perceptions and Practices:*** Self-Performance Perception (SPPc), Planning Practice (PPr), Self-Efficacy Perception (SEPc), Access and Catch up Practice (ACPr), Supervisory Performance Feedback Perception (SPFPc), Emotion Management Practice (EMPr), Self-Knowledge of Performance (SKP)

***Social Power:*** Intra-Work Reward Power (IWRP), Coercive Power (CP), Information Power (IP), Extra-Work Reward Power (EWRP), Legitimate Power (LP), Referent Power (RP), and Expert Power (EP)

***Ingratiation:*** Opinion Conformity, Other Enhancement / Opinion Conformity Favor Rendering, Other Enhancement / Self Presentation

***Job Satisfaction (JS)***

*Career Orientation (CO)*

*Personal Effectiveness(PE)*

*Organizational Commitment:* Sense of Belonging / Attachment (SA), Continuance Commitment (CC), Normative Commitment (NC), Organizational Attraction (OA)

*Work Recognition*

*Reputational Effectiveness (RE)*

*General Health Questionnaire:* Sense of Accomplishment & Contribution (SAC), Botheration Free Existence (BFE)

*Perceived Job Mobility (PJM)*

*Turnover Intention (TI)*

*Vertical Trust (VT)*

*Organizational Productivity (OPRO)*

*Organizational Effectiveness:* Profit and Growth related Organizational Effectiveness (PGOE), Resource Acquisition related Organizational Effectiveness (RAOE), Perceived Overall Organizational Effectiveness (POE), Human Resources Acquisition related Organizational Effectiveness (HROE)

*Organizational Size*

*Organizational Structure:* Formalization (FLN), Centralization (CLN), Participation (PTN), Innovation (INN), Rule Observation (ROB), Job Autonomy (JAUT), Job Specificity (JSPC)

*Organizational Support:* Organizational Supportiveness, Caring Attitude of Organization, Appreciation of Effort

*Psychological Contract:* Employee Development-Organization (ED-O), Pay and Promotion-Organization (PP-O), Employee Development-Employee (ED-E), Pay, Promotion, And Security-Employee (PPS-E)

The other variables in the study that were used in analysis were named as **International Collaborative Venture Status** in which organizations were classified into collaborative and uncollaborative organizations. **Organizational Units** that was measured by taking organizational plants into consideration of the sample.

The resources and time available during execution of this work made it difficult to do a through testing of the postulated schematic pattern of relationship among all the constructs. However within limitations, an attempt was made to explore the relationship among the variables belonging to the various categories of the constructs. Occasionally, the relationships among the variables within a given category of constructs, or within a sector would also be examined due to apparent salience of probable relationships.

In the beginning, the five major sectors, namely 1, 2, 3, 4, and 5, were tested for the relationship between one another using the canonical correlation analysis in the main. The explorations of the relationships basically followed the conceptual model depicted in the figure 5.

*Some Research Concerns: Relating the Variables belonging to the Categories in the Primary Conceptual Scheme* With regard to the relationship among the various sectors, certain specific questions were raised. The were as follows

**Question 1.** What is the strength of association of organizational citizenship behavior with organizationally relevant outcome variables as criterion?

**Question 2.** What is the strength of association of in-role behavior and organizational citizenship behavior, with organizationally relevant outcome variables as criterion?

**Question 3.** Whether or not organizational citizenship behavior and impression management would appear similar kind of behavior?

**Question 4.** What is the strength of association of self-management perceptions and practices, as the predictor of different dimensions of in-role behavior and organizational citizenship behavior as the criterion, or whether self-management perception and practice is a better predictor than impression management of in-role behavior and organizational citizenship behavior?

- Question 5.** What would be the strength of association of emotional intelligence and self-management perceptions and practices, with organizationally relevant outcome variables as criterion?
- Question 6.** Does emotional intelligence, as potential for success; influence the self-management perceptions and practices and impression management both?
- Question 7.** Is emotional intelligence a powerful tool/ weapon, so as it will moderate the relationship between self-management perceptions and practices, and organizational citizenship behavior and in-role behavior?
- Question 8.** Is social power an important variable for organizational dynamics?
- Question 9.** What is the strength of association of ingratiation and impression management, with the different dimensions of social power as the criterion?
- Question 10.** What is the strength of association of in-role behavior and organizational citizenship behavior, in that sequence of consideration, with the different dimension of social power as criterion?
- Question 11.** What is the effect of organizational citizenship behavior, as seen through social power as mediating variable on personal effectiveness and organizational effectiveness?
- Question 12.** What is the strength of association of organizational citizenship behavior, with the different dimension of impression management and ingratiation as criterion?
- Question 13.** What is the strength of relationship of some of the background variables and work locus of control, with self-management perceptions and practices, emotional intelligence, and organizational citizenship behavior?

**Question 14.** What is the strength of association of organizational structure, organizational support, and violation of psychological contract as the predictors of different dimensions of organizational citizenship behavior, self-management perceptions and practices and emotional intelligence as the criterion?

**Question 15.** What are the mean differences on the different dimensions of organizationally relevant outcome variables as functions of organizational units?

**Question 16.** How the various outcome variables differ on an average, across the factors of international collaborative venture status, and organizational size?

**Question 17.** How *Collaborative* and *Uncollaborative* organizations are different on the basis of self-management perceptions and practices, emotional intelligence, and organizational citizenship behavior?

**Question 18.** How organizations in the sample, might be discriminated from one another are different based on self-management perceptions and practices, emotional intelligence, and organizational citizenship behavior?

**Question 19.** What are the mean differences on the different dimensions of self-management perception and practice, emotional intelligence, and organizational citizenship behavior as functions of organizational units?

**Question 20.** What are the mean differences on the different dimensions of violations of psychological contract, organizational support, and organizational structure as functions of organizational units?

**Question 21.** Think of a person in your work experience who has been the most ideally suited person to the organizationally setting to which you belong. He/she may not be existing at present, might have existed in the past but he/she has to be the person whom you consider the best and the most ideally suited in your organizational

context in an overall sense. Now tell me in as many words as possible for you about the positive qualities that this person possessed / possess, and why do you consider these qualities to be important ?

*Details of the analyses and results pertaining to the research question follow.*

**Question 1.** *What is the strength of association of organizational citizenship behavior with organizationally relevant outcome variables as criterion?*

*The strength of association was seen with following outcome variables: Personal Effectiveness, General Health, Turnover Intention, Perceived Job mobility, Organizational Effectiveness, Organizational Productivity, Vertical Trust, Organizational Commitment, Career Orientation, Reputational Effectiveness and job Satisfaction.*

Table 2

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior Predicting the Personal Effectiveness*

<i>Variable: OCB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SFP</i>	.18	.04	.29	4.44	.01	.26
<i>ES</i>	.23	.06	.26	3.79	.01	.33
<i>INI</i>	.13	.05	.16	2.44	.02	.34
<i>Constant</i>	5.83	1.28		6.35	.01	
Overall $F_{(3,246)} = 43.46, p \leq .01$						

Note. SFP = Social and Functional Participation, ES= Emotional Support, INI= Individual Initiative

The results of Multiple Regression Analysis (MRA) from Table 2 with the Personal Effectiveness as criterion and OCB as the predictor showed that overall regression was significant ( $F_{(3,246)} = 43.46, p < .01$ ). Out of the 11 predictor variables, 3 variables were retained into the regression equation that explained 34 percent of variance in total (Adjusted  $R^2 = .34$ ). All three dimensions of OCB, namely Social and Functional Participation, Emotional Support, and Individual Initiative were found to be the positive predictors of Personal Effectiveness.

Table 3

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior Predicting the Sense of Accomplishment and Contribution Dimension of General Health*

<i>Variable: OCB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>OP</i>	.26	.09	.20	2.91	.01	.12
<i>SFP</i>	.21	.07	.20	2.98	.01	.20
<i>COR</i>	.18	.08	.14	2.21	.03	.21
<i>Constant</i>	7.89	2.01		3.91	.01	
Overall $F_{(3,246)} = 16.83$ $p < .01$						

Note: OP= Organizational Pride, SFP= Social and Functional Participation, COR= Concern for Organizational Resources

The results of Multiple Regression Analysis (MRA) from Table 3 with the dimension of General Health called Sense of Accomplishment and Contribution as criterion and OCB as the predictor showed that overall regression was significant ( $F_{(3,246)} = 16.83$ ,  $p < .01$ ). Out of the 11 predictor variables, 3 variables were retained into the regression equation that explained 21 percent of variance in total (Adjusted  $R^2 = .21$ ). All three Dimensions of OCB, namely Organizational pride, Social and Functional Participation, and Concern for Organizational Resources were found to be the positive predictors of the dimension of General Health called Sense of Accomplishment and Contribution.

Table 4

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior Predicting the Botheration Free Existence dimension of General Health*

<i>Variable: OCB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SPO</i>	.30	.09	.21	3.16	.01	.09
<i>COR</i>	.28	.09	.47	3.03	.01	.12
<i>Constant</i>	11.76	1.83		6.41	.01	
Overall $F_{(2,247)} = 18.27$ , $p \leq .01$						

Note: SPO= Sportsman Spirit, COR= Concern for Organizational Resources



The results of Multiple Regression Analysis (MRA) from Table 4 with the dimension of General Health called Botheration Free Existence as criterion and OCB as the predictor showed that overall regression was significant ( $F_{(2,247)} = 18.27, p < .01$ ). Out of the 11 predictor variables, 2 variables were retained into the regression equation that explained 12 percent of variance in total (Adjusted  $R^2 = .12$ ). Both the Dimensions of OCB, namely Sportsman Spirit and Concern for Organizational Resources were found to be the positive predictors of the dimension of General Health called Botheration Free Existence.

Table 5

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior Predicting the Turnover Intention*

<i>Variable: OCB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SPO</i>	-.17	.05	-.23	3.72	.01	.06
<i>ES</i>	.22	.06	.25	3.57	.01	.09
<i>OP</i>	-.16	.05	-.23	-3.21	.01	.12
<i>Constant</i>	5.83	.06		2.45	.01	
Overall $F_{(3,246)} = 10.59, p \leq .01$						

Note: SPO= Sportsman Spirit, ES= Emotional Support, OP= Organizational Pride

The results of Multiple Regression Analysis (MRA) from Table 5 with the Turnover Intention as criterion and OCB as the predictor showed that overall regression was significant ( $F_{(3,246)} = 10.59, p < .01$ ). Out of the 11 predictor variables, 3 variables were retained into the regression equation that explained 12 percent of variance in total (Adjusted  $R^2 = .12$ ). Out of three predictors variables of OCB, Sportsman Spirit and Organizational Pride were found to be the negative predictors where as Emotional Support was the positive predictor of the Turnover Intention.

Table 6

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior Predicting the Perceived Job Mobility*

<i>Variable: OCB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SFP</i>	.23	.06	.25	4.09	.01	.04
<i>SPO</i>	-.22	.07	-.19	-3.20	.01	.08
<i>Constant</i>	11.05			7.46	.01	
Overall $F_{(2,247)} = 11.41$ $p \leq .01$						

Note: SFP= Social and Functional Participation, SPO= Sportsman Spirit

The results of Multiple Regression Analysis (MRA) from Table 6 with the Perceived Job Mobility as criterion and OCB as the predictor showed that overall regression was significant ( $F_{(2,247)} = 11.41$ ,  $p < .01$ ). Out of the 11 predictor variables, 2 variables were retained into the regression equation that explained 8 percent of variance in total (Adjusted  $R^2 = .08$ ). Out of two predictor variables of OCB, Social and functional participation was found to be the positive predictor where as Sportsman Spirit was the negative predictor of the Perceived job Mobility.

Table 7

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior Predicting the Profit and Growth Related Organizational Effectiveness Dimension Organizational Effectiveness*

<i>Variable: OCB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>CT</i>	-.55	.27	-.13	-2.01	.04	.01
<i>Constant</i>	29.43	2.19		13.40	.00	
Overall $F_{(1,248)} = 4.06$ $p \leq .05$						

Note: CT= Conservation of Time,

The results of Multiple Regression Analysis (MRA) from Table 7 with the dimension of Organizational Effectiveness called Profit and Growth Related Organizational Effectiveness as criterion and OCB as the predictor showed that overall regression was significant ( $F_{(1,248)} = 4.06$ ,  $p < .05$ ). Out of the 11 predictor variables, only 1 variable was retained into the regression equation that explained 1 percent of variance in total (Adjusted  $R^2 = .01$ ). The dimension of OCB, namely Conservation of Time

was found to be the negative predictor of the dimension of Organizational Effectiveness called Profit and Growth Related Organizational Effectiveness.

Table 8

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior Predicting the Resources Acquisition Related Organizational Effectiveness of Dimension of Organizational Effectiveness*

<b>Variable: OCB</b>	<b>b</b>	<b>SE b</b>	<b><math>\beta</math></b>	<b>t</b>	<b>p</b>	<b>Adj. R<sup>2</sup></b>
<b>Dimensions</b>						
<b>ES</b>	.28	.12	.14	2.35	.02	.02
<b>Constant</b>	17.31	1.96		8.82	.00	
Overall $F_{(1,248)} = 5.52$ $p \leq .05$						

Note: ES= Emotional Support

The results of Multiple Regression Analysis (MRA) from Table 8 with the dimension of Organizational Effectiveness called Resources Acquisition Related Organizational Effectiveness as criterion and OCB as the predictor showed that overall regression was significant ( $F_{(1,248)} = 5.52$ ,  $p < .05$ ). Out of the 11 predictor variables, only 1 variable was retained into the regression equation that explained 1 percent of variance in total (Adjusted  $R^2 = .01$ ). The dimension of OCB, namely Emotional Support was found to be the positive predictor of the dimension of Organizational Effectiveness called Resources Acquisition Related Organizational Effectiveness.

Table 9

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior Predicting Perceived overall Organizational Effectiveness Dimension of Organizational Effectiveness*

<b>Variable: OCB</b>	<b>b</b>	<b>SE b</b>	<b><math>\beta</math></b>	<b>t</b>	<b>p</b>	<b>Adj. R<sup>2</sup></b>
<b>Dimensions</b>						
<b>OP</b>	.20	.07	.18	2.89	.01	.03
<b>Constant</b>	9.37	1.40		6.67	.00	
Overall $F_{(1,248)} = 8.34$ $p \leq .01$						

Note: OP= Organization Pride

The results of Multiple Regression Analysis (MRA) from Table 9 with the dimension of Organizational Effectiveness called Perceived Overall Organizational Effectiveness as criterion and OCB as the predictor showed that overall regression

was significant ( $F_{(1,248)} = 8.34, p < .05$ ). Out of the 11 predictor variables, only 1 variable was retained into the regression equation that explained 3 percent of variance in total (Adjusted  $R^2 = .03$ ). The dimension of OCB, namely Organizational Pride was found to be the positive predictor of the dimension of Organizational Effectiveness called Perceived Overall Organizational Effectiveness.

Table 10

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior Predicting the Human Resources Acquisition Related Organizational Effectiveness dimension of Organizational Effectiveness*

<i>Variable: OCB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SFP</i>	.10	.05	.13	2.09	.04	.01
<i>Constant</i>	9.64	1.94		6.71	.01	
Overall $F_{(1,248)} = 4.38 \quad p \leq .05$						

Note: SFP= Social and Functional Pride

The results of Multiple Regression Analysis (MRA) from Table 10 with the dimension of Organizational Effectiveness called Human Resources Acquisition Related Organizational Effectiveness as criterion and OCB as the predictor showed that overall regression was significant ( $F_{(1,248)} = 4.38, p < .05$ ). Out of the 11 predictor variables, only 1 variable was retained into the regression equation that explained 1 percent of variance in total (Adjusted  $R^2 = .01$ ). The dimension of OCB, namely Social and Functional Participation was found to be the positive predictor of the dimension of Organizational Effectiveness called Human Resources Acquisition Related Organizational Effectiveness.

Table 11

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior Predicting the Organizational Productivity*

<i>Variable: OCB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SPO</i>	.39	.07	.33	5.62	.01	.09
<i>ES</i>	-.24	.08	-.18	-2.94	.01	.12
<i>Constant</i>	10.56	1.65		6.59	.01	
Overall $F_{(2,247)} = 18.20$ $p \leq .01$						

Note: SPO = Sportsman Spirit, ES = Emotional Support.

The results of Multiple Regression Analysis (MRA) from Table 11 with the Organizational Productivity as criterion and OCB as the predictor showed that overall regression was significant ( $F_{(2,247)} = 18.20$ ,  $p < .01$ ). Out of the 11 predictor variables, 2 variables were retained into the regression equation that explained 12 percent of variance in total (Adjusted  $R^2 = .12$ ). Out of two predictor variables of OCB, Sportsman Spirit was found to be the positive predictor where as Emotional Support was the negative predictor of the Organizational Productivity.

Table 12

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior Predicting the Sense of Attachment Dimension of Organizational Commitment*

<i>Variable: OCB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>COR</i>	.22	.08	.18	2.86	.01	.03
<i>Constant</i>	5.12	1.65		3.06	.01	
Overall $F_{(1,248)} = 8.19$ $p \leq .01$						

Note: COR= Concern for Organizational Resources

The results of Multiple Regression Analysis (MRA) from Table 12 with the dimension of Organizational Commitment called Sense of Attachment as criterion and OCB as the predictor showed that overall regression was significant ( $F_{(1,248)} = 8.19$ ,  $p < .01$ ). Out of the 11 predictor variables, only 1 variable was retained into the regression equation that explained 3 percent of variance in total (Adjusted  $R^2 = .03$ ). The dimension of OCB, namely Concern for Organizational Resources was found to

be the positive predictor of the dimension of Organizational Commitment called Sense of Attachment.

Table 13

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior Predicting the Conditional Continuance Commitment Dimension of Organizational Commitment*

<i>Variable: OCB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>COR</i>	-.27	.09	-.18	-2.95	.01	.03
<i>Constant</i>	30.43	1.96		15.47	.01	
Overall $F_{(1,248)} = 8.68$ $p \leq .01$						

Note: COR Concern for Organizational Resources

The results of Multiple Regression Analysis (MRA) from Table 13 with the dimension of Organizational Commitment called Conditional Continuance Commitment as criterion and OCB as the predictor showed that overall regression was significant ( $F_{(1,248)} = 8.68$ ,  $p < .01$ ). Out of the 11 predictor variables, only 1 variable was retained into the regression equation that explained 3 percent of variance in total (Adjusted  $R^2 = .03$ ). The dimension of OCB, namely Concern for Organizational Resources was found to be the negative predictor of the dimension of Organizational Commitment called Conditional Continuance Commitment.

Table 14

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior Predicting the Normative Commitment Dimension of Organizational Commitment*

<i>Variable: OCB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>ALT</i>	.18	.05	.24	3.89	.01	.05
<i>Constant</i>	3.95	.71		5.54	.01	
Overall $F_{(1,248)} = 15.20$ $p \leq .01$						

Note: ALT= Altruism

The results of Multiple Regression Analysis (MRA) from Table 14 with the dimension of Organizational Commitment called Normative Commitment as criterion and OCB as the predictor showed that overall regression was significant ( $F_{(1,248)} =$

15.20,  $p < .01$ ). Out of the 11 predictor variables, only 5 variables was retained into the regression equation that explained 5 percent of variance in total (Adjusted  $R^2 = .05$ ). The dimension of OCB, namely Altruism was found to be the positive predictor of the dimension of Organizational Commitment called Normative Commitment.

Table 15

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior Predicting the Organizational Attraction Dimension of Organizational Commitment*

<i>Variable: OCB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>OP</i>	.38	.08	.31	4.66	.01	.06
<i>WM</i>	-.32	-.16	-.16	-2.42	.02	.07
<i>Constant</i>	11.55	1.74		6.45	.01	
Overall $F_{(2,247)} = 10.99$ $p \leq .01$						

Note: OP= Organizational Pride, WM= Work Mindedness

The results of Multiple Regression Analysis (MRA) from Table 15 with the dimension of Organizational Commitment called Commitment as criterion and OCB as the predictor showed that overall regression was significant ( $F_{(2,247)} = 10.99$ ,  $p < .01$ ). Out of the 11 predictor variables, only 2 variables was retained into the regression equation that explained 7 percent of variance in total (Adjusted  $R^2 = .05$ ). The dimensions of OCB, namely Organizational Pride was found to be the positive predictor whereas Work Mindedness was found to be the negative predictor of the dimension of Organizational Commitment called Organizational Attraction.

Table 16

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior Predicting the Vertical Trust*

<i>Variable: OCB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>OP</i>	.32	.11	.19	3.03	.01	.05
<i>SPO</i>	.34	.11	.19	3.03	.01	.09
<i>Constant</i>	12.34	2.47		5.15	.01	
Overall $F_{(2,247)} = 11.59$ $p \leq .01$						

Note: OP= Organizational Pride, SPO= Sportsman Spirit

The results of Multiple Regression Analysis (MRA) from Table 16 with the Vertical Trust as criterion and OCB as the predictor showed that overall regression was significant ( $F_{(2,247)} = 11.59$ ,  $p < .01$ ). Out of the 11 predictor variables, only 2 variables was retained into the regression equation that explained 9 percent of variance in total (Adjusted  $R^2 = .09$ ). The dimensions of OCB, namely Organizational Pride and Sportsman Spirit were found to be the positive predictor of the Vertical Trust.

Table 17

*Summary of Multiple Regression Analysis with the dimension of Organizational Citizenship Behavior Predicating the Reputational Effectiveness*

<i>Variable: OCB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>INI</i>	.10	.03	.22	3.59	.01	.05
<i>Constant</i>	7.6	.56		13.53	.01	
Overall $F_{(1,248)} = 12.87$ $p \leq .01$						

Note: INI= Individual Initiative

The results of Multiple Regression Analysis (MRA) from Table 17 with the Reputational Effectiveness as criterion and OCB as the predictor showed that overall regression was significant ( $F_{(1,248)} = 12.87$ ,  $p < .01$ ). Out of the 11 predictor variables, only 1 variable was retained into the regression equation that explained 5 percent of variance in total (Adjusted  $R^2 = .05$ ). The dimensions of OCB, namely Individual Initiative was found to be the positive predictor of the Reputational Effectiveness.



Table 18

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior Predicting the Career Orientation*

<i>Variable: OCB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>ES</i>	.29	.11	.19	2.64	.01	.06
<i>SPO</i>	-.26	.08	-.19	-3.18	.01	.09
<i>SFP</i>	.16	.08	.10	2.01	.05	.10
<i>Constant</i>	12.16	1.89		6.42	.01	
Overall $F_{(3,246)} = 9.92$ $p \leq .01$						

Note: ES= Emotional Support, SPO= Sportsmanship, SFP= Social and Functional Participation

The results of Multiple Regression Analysis (MRA) from Table 18 with the Career Orientation as criterion and OCB as the predictor showed that overall regression was significant ( $F_{(3,246)} = 9.92$ ,  $p < .01$ ). Out of the 11 predictor variables, only 3 variables was retained into the regression equation that explained 10 percent of variance in total (Adjusted  $R^2 = .10$ ). The dimensions of OCB, namely Emotional Support and Social and functional Participation was found to be the positive predictors whereas Social and Functional participation was found to be the negative predictor of the Career Orientation.

Table 19

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior Predicating the Work Recognition*

<i>Variable: OCB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>WM</i>	-.29	.12	-.15	-2.45	.01	.02
<i>Constant</i>	14.22	1.46		9.77	.01	
Overall $F_{(1,248)} = 6.00$ $p \leq .01$						

Note: WM = Work Mindedness

The results of Multiple Regression Analysis (MRA) from Table 19 with the Work mindedness as criterion and OCB as the predictor showed that overall regression was significant ( $F_{(1,248)} = 6.00$ ,  $p < .01$ ). Out of the 11 predictor variables, only 1 variable was retained into the regression equation that explained 2 percent of variance in total

(Adjusted  $R^2 = .02$ ). The dimensions of OCB, namely Work Mindedness was found to be the negative predictor of the Work Recognition.

Table 20

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior Predicating the Job Satisfaction*

<i>Variable: OCB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>OP</i>	.19	.06	.20	3.25	.01	.04
<i>Constant</i>	6.73	1.15		5.85	.01	.
Overall $F_{(1,248)} = 10.57$ $p \leq .01$						

Note: OP= Organizational Pride

The results of Multiple Regression Analysis (MRA) from Table 20 with the Job satisfaction as criterion and OCB as the predictor showed that overall regression was significant ( $F_{(1,248)} = 10.57$ ,  $p < .01$ ). Out of the 11 predictor variables, only 1 variable was retained into the regression equation that explained 4 percent of variance in total (Adjusted  $R^2 = .04$ ). The dimensions of OCB, namely Organizational Pride was found to be the positive predictor of the Job Satisfaction.

**Question 2.** *What is the strength of association of in-role behavior and organizational citizenship behavior, with organizationally relevant outcome variables as criterion?*

*The outcome variables were following, Personal Effectiveness, General Health, Turnover Intention, Perceived Job mobility, Organizational Effectiveness, Organizational Productivity, Vertical Trust, Organizational Commitment, Career Orientation, Reputational Effectiveness and job Satisfaction.* In this question, it was conjectured that outcome variables might influence by IRB as well as OCB. Additionally, it was argued that in terms of the requirement of behavior in organizations. The IRB is more of a prerequisite compare to the OCB. OCB is an important variable but from an organizational point of view it may be considered as an "Add-on" over and above the IRB, which is required for organizational existence to begin with. Based on this argument, Hierarchical Multiple Regression Analysis with the dimension of IRB and OCB were done for the various outcome variables as the criterion. The description of significant result follows.

Table 21

*Summary of Hierarchical Multiple Regression Analysis with the Dimensions of In-Role Behavior and Organizational Citizenship Behavior Predicting the Personal Effectiveness*

<b>Variable: IRB</b>	<b>b</b>	<b>SE b</b>	<b><math>\beta</math></b>	<b>t</b>	<b>p</b>	<b>F (2,247)</b>	<b>Adj.R<sup>2</sup></b>
<b>Dimensions</b>							
<i>JSIN</i>	-.06	.10	-.03	-.61	.53		
<i>JEFF</i>	.24	.03	.50	7.53	.00	90.89 p<.01	.42
<b>Variable: OCB</b>						<b>F (13,236)</b>	
<b>Dimension</b>							
<i>SPO</i>	-.01	.04	-.02	-.43	.66		
<i>CT</i>	-.04	.07	-.03	-.63	.52		
<i>ALT</i>	.00	.05	.00	.11	.90		
<i>WM</i>	.03	.07	.02	.42	.67		
<i>OP</i>	.00	.04	.00	.11	.91		
<i>COR</i>	.02	.04	.02	.63	.52		
<i>INI</i>	.08	.05	.03	1.68	.09		
<i>CV</i>	-.00	.03	.10	-.05	.95		
<i>GC</i>	-.04	.05	-.00	-.79	.42		
<i>SFP</i>	.09	.04	.04	2.30	.02		
<i>ES</i>	.11	.06	.15	1.84	.06	17.93 p<.01	.47
<b>Constant</b>	2.92	1.15	.13	2.52	.01		

Note: JSIN= Job Sincerity, JEFF= Job Efficacy, SPO= Sportsmanship, CT= Conservation of Time, ALT= Altruism, WM= Work Mindedness, OP= Organizational Pride, COR= Concern for Organizational Resources, INI= Individual Initiative, CV= Civic Virtue, GC= generalized Compliance, SFP= Social and Functional Participation, ES= Emotional Support

Table 21 shows that both the dimensions of IRB could be retained and the overall regression was significant ( $F_{(2,247)} = 90.89, p \leq .01$ ). The IRB could explain 42 per cent of the variance (Adjusted  $R^2 = .42$ ) in the Personal Effectiveness. However, only one of the two variables, namely Job Efficacy turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. All the 11 dimensions could be retained in the regression equation and the overall regression was significant ( $F_{(13,236)} = 17.93, p \leq .01$ ). The OCB could explain 47 per cent of the variance (Adjusted  $R^2 = .47$ ) in the Personal Effectiveness. However, looking at the individual significance of the variable in the regression equation of OCB only one of the 11 variables, namely Social and Functional

Participation was positively significant. Considering the overall results only two of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Personal Effectiveness.

Table 22

*Summary of Hierarchical Multiple Regression Analysis with the Dimensions of In-Role Behavior and Organizational Citizenship Behavior Predicting the Dimension of General Health called Sense of Accomplishment and Contribution*

<i>Variable: IRB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>F</i> (2,247)	<i>Adj.R<sup>2</sup></i>
<i>Dimensions</i>							
<i>JSIN</i>	.15	.23	.05	.68	.49		
<i>JEFF</i>	.24	.06	.29	3.60	.00	26.81 p<.01	.17
<i>Variable: OCB</i>						<i>F</i> (13,236)	
<i>Dimension</i>							
<i>SPO</i>	.06	.09	.04	.72	.47		
<i>CT</i>	.05	.15	.02	.33	.73		
<i>ALT</i>	-.01	.11	-.01	-.12	.89		
<i>WM</i>	.08	.13	.04	.60	.54		
<i>OP</i>	.22	.09	.17	2.32	.02		
<i>COR</i>	.16	.09	.12	1.75	.08		
<i>INI</i>	.07	.10	.05	.67	.49		
<i>CV</i>	-.11	.08	-.11	-1.46	.14		
<i>GC</i>	-.15	.12	-.09	-1.22	.22		
<i>SFP</i>	.08	.08	.08	1.04	.29		
<i>ES</i>	.03	.12	.02	.24	.80	6.08 p<.01	.21
<i>Constant</i>	3.46	2.44		1.41	.15		

Note: JSIN= Job Sincerity, JEFF= Job Efficacy, SPO= Sportsmanship, CT= Conservation of Time, ALT= Altruism, WM= Work Mindedness, OP= Organizational Pride, COR= Concern for Organizational Resources, INI= Individual Initiative, CV= Civic Virtue, GC= generalized Compliance, SFP= Social and Functional Participation, ES= Emotional Support

Table 22 shows that both the dimensions of IRB could be retained and the overall regression was significant ( $F(2,247) = 26.81, p \leq .01$ ). The IRB could explain 17 per cent of the variance (Adjusted  $R^2 = .17$ ) in the Sense of Accomplishment and Contribution the dimension of General Health. However, only one of the two variables, namely Job Efficacy turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. All the 11 dimensions could be retained in the regression equation and the overall regression

was significant ( $F_{(13,236)} = 6.08, p \leq .01$ ). The OCB could explain 21 per cent of the variance ( $\text{Adjusted } R^2 = .21$ ) in the Sense of Accomplishment and Contribution. However, looking at the individual significance of the variable in the regression equation of OCB only one of the 11 variables, namely Organizational Pride was positively significant. Considering the overall results only two of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Sense of Accomplishment and Contribution.

Table 23

*Summary of Hierarchical Multiple Regression Analysis with the Dimensions of In-Role Behavior and Organizational Citizenship Behavior Predicting the Dimension of General Health called Botheration Free Existence*

<i>Variable: IRB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>F</i> (2,247)	<i>Adj.R<sup>2</sup></i>
<i>dimensions</i>							
<i>JSIN</i>	.17	.25	.05	.67	.50		
<i>JEFF</i>	.11	.07	.13	1.52	.12	4.99 $p < .01$	.03
<i>Variable: OCB</i>						<i>F</i> (13,236)	
<i>Dimension</i>							
<i>SPO</i>	.27	.09	.19	2.80	.00		
<i>CT</i>	.09	.16	.03	.54	.58		
<i>ALT</i>	-.20	.12	-.12	-1.66	.09		
<i>WM</i>	.06	.15	.02	.38	.69		
<i>OP</i>	.04	.10	.03	.43	.66		
<i>COR</i>	.26	.10	.19	2.52	.01		
<i>INI</i>	.05	.12	.03	.48	.62		
<i>CV</i>	-.06	.08	-.05	-.69	.48		
<i>GC</i>	-.11	.13	-.06	-.82	.41		
<i>SFP</i>	.12	.09	.10	1.3	.19		
<i>ES</i>	-.13	.14	-.07	-.87	.37	3.62 $p < .01$	.12
<i>Constant</i>	9.68	2.71		3.56	.00		

Note: JSIN= Job Sincerity, JEFF= Job Efficacy, SPO= Sportsmanship, CT= Conservation of Time, ALT= Altruism, WM= Work Mindedness, OP= Organizational Pride, COR= Concern for Organizational Resources, INI= Individual Initiative, CV= Civic Virtue, GC= generalized Compliance, SFP= Social and Functional Participation, ES= Emotional Support

Table 23 shows that both the dimensions of IRB could be retained and the overall regression was significant ( $F_{(2,247)} = 3.99, p \leq .01$ ). The IRB could explain 3 per cent of the variance ( $\text{Adjusted } R^2 = .03$ ) in the Botheration Free Existence the dimension

of General Health. However, only one of the two variables, namely Job Efficacy turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. All the 11 dimensions could be retained in the regression equation and the overall regression was significant ( $F_{(13,236)} = 3.62, p \leq .01$ ). The OCB could explain 12 per cent of the variance (Adjusted  $R^2 = .12$ ) in the Botheration Free Existence. However, looking at the individual significance of the variable in the regression equation of OCB only one of the 11 variables, namely Concern for Organizational Resources was positively significant. Considering the overall results only two of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Botheration Free Existence.

Table 24

*Summary of Hierarchical Multiple Regression Analysis with the Dimensions of In-Role Behavior and Organizational Citizenship Behavior Predicting the Turnover Intention*

<i>Variable: IRB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>F</i> (2,247)	<i>Adj. R<sup>2</sup></i>
<i>dimensions</i>							
<i>JSIN</i>	.01	.13	.01	.11	.90		
<i>JEFF</i>	-.05	.04	-.12	-1.43	.15	.02 $p > .05$	.01
<i>Variable: OCB</i>						<i>F</i> (13,236)	
<i>Dimension</i>							
<i>SPO</i>	-.14	.05	-.18	-2.69	.00		
<i>CT</i>	-.02	.09	-.01	-.27	.78		
<i>ALT</i>	.16	.06	.17	2.46	.01		
<i>WM</i>	.03	.08	.02	.36	.71		
<i>OP</i>	-.14	.08	-.20	-2.49	.01		
<i>COR</i>	-.08	.06	-.10	-1.45	.14		
<i>INI</i>	-.02	.06	-.03	-.40	.68		
<i>CV</i>	-.03	.04	-.06	-.77	.43		
<i>GC</i>	.05	.07	.05	.68	.49		
<i>SFP</i>	.03	.05	.05	.62	.53		
<i>ES</i>	.28	.07	.05	3.62	.00	3.65 $p < .01$	.12
<i>Constant</i>	7.18	1.46	.32	4.89	.00		

Note: JSIN= Job Sincerity, JEFF= Job Efficacy, SPO= Sportsmanship, CT= Conservation of Time, ALT= Altruism, WM= Work Mindedness, OP= Organizational Pride, COR= Concern for Organizational Resources, INI= Individual Initiative, CV= Civic Virtue, GC= generalized Compliance, SFP= Social and Functional Participation, ES= Emotional Support

Table 24 shows that both the dimensions of IRB could be retained but the overall regression was not significant. The next variable added to the hierarchical regression equation was the OCB. All the 11 dimensions could be retained in the regression equation and the overall regression was significant ( $F_{(13,236)} = 3.65, p \leq .01$ ). The OCB could explain 12 per cent of the variance ( $\text{Adjusted } R^2 = .12$ ) in the Turnover Intention. However, looking at the individual significance of the variable in the regression equation of OCB only three of the 11 variables, namely Altruism, Organizational Pride, and Emotional Support were found significant. Out of these three significant dimension of OCB, Altruism and Emotional Support was found positive predictor where as Organizational Pride was found negative predictor Turnover Intention. Considering the overall results only three of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Turnover Intention.

Table 25  
*Summary of Hierarchical Multiple Regression Analysis with the Dimensions of In-Role Behavior and Organizational Citizenship Behavior Predicting the Perceived Job Mobility*

<i>Variable: IRB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>F</i> (2,247)	<i>Adj. R<sup>2</sup></i>
<i>dimensions</i>							
<i>JSIN</i>	-.24	.21	-.09	-1.17	.24		
<i>JEFF</i>	.17	.06	.24	2.81	.00	11.29 $p < .01$	.08
<i>Variable: OCB</i>						<i>F</i> (13,236)	
<i>Dimension</i>							
<i>SPO</i>	-.14	.07	-.13	-1.86	.06		
<i>CT</i>	.04	.13	.02	.30	.76		
<i>ALT</i>	.09	.09	.06	.91	.36		
<i>WM</i>	.00	.12	.00	.04	.96		
<i>OP</i>	-.05	.08	-.05	-.68	.49		
<i>COR</i>	-.14	.08	-.13	-1.72	.09		
<i>INI</i>	.06	.09	.06	.69	.49		
<i>CV</i>	-.10	.07	-.12	-1.47	.14		
<i>GC</i>	.01	.11	.01	.17	.85		
<i>SFP</i>	.11	.07	.13	1.54	.12		
<i>ES</i>	.18	.11	.14	1.61	.10	3.65 $p < .01$	.12
<i>Constant</i>	9.23	2.17		4.24	.00		

Note: JSIN= Job Sincerity, JEFF= Job Efficacy, SPO= Sportsmanship, CT= Conservation of Time, ALT= Altruism, WM= Work Mindedness, OP=

Organizational Pride, COR= Concern for Organizational Resources, INI= Individual Initiative, CV= Civic Virtue, GC= generalized Compliance, SFP= Social and Functional Participation, ES= Emotional Support

Table 25 shows that both the dimensions of IRB could be retained and the overall regression was significant ( $F_{(2,247)} = 11.29, p \leq .01$ ). The IRB could explain 8 per cent of the variance (Adjusted  $R^2 = .08$ ) in the Perceived Job Mobility. However, only one of the two variables, namely Job Efficacy turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. All the 11 dimensions could be retained in the regression equation and the overall regression was significant ( $F_{(13,236)} = 3.65, p \leq .01$ ). The OCB could explain 12 per cent of the variance (Adjusted  $R^2 = .12$ ) in the Perceived Job Mobility. However, looking at the individual significance of the variable in the regression equation of OCB no variable of the 11 variables was significant. Considering the overall results only one of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Perceived Job Mobility.



Table 26

*Summary of Hierarchical Multiple Regression Analysis with the Dimensions of In-Role Behavior and Organizational Citizenship Behavior Predicting the Dimension of Organizational Effectiveness called Resources Acquisition related Organizational Effectiveness*

<i>Variable: IRB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>F</i> (2,247)	<i>Adj. R<sup>2</sup></i>
<i>dimensions</i>							
<i>JSIN</i>	.25	.32	.07	.80	.42		
<i>JEFF</i>	.17	.09	.16	1.82	.06	6.24 p<.01	.04
<i>Variable: OCB</i>						<i>F</i> (13,236)	
<i>Dimension</i>							
<i>SPO</i>	.01	.12	.00	.11	.90		
<i>CT</i>	-.21	.20	-.07	-1.00	.31		
<i>ALT</i>	-.17	.15	-.08	-1.56	.24		
<i>WM</i>	.05	.19	.02	.27	.78		
<i>OP</i>	.00	.13	.00	.06	.95		
<i>COR</i>	-.14	.13	-.08	-1.08	.27		
<i>INI</i>	-.10	.15	-.06	-.73	.46		
<i>CV</i>	-.01	.11	-.01	-.17	.86		
<i>GC</i>	.09	.17	.04	.53	.59		
<i>SFP</i>	.03	.11	.02	.33	.73		
<i>ES</i>	.22	.17	.11	1.2	.21	1.38 p>.05	.02
<i>Constant</i>	16.74	3.38		4.94	.00		

Note: JSIN= Job Sincerity, JEFF= Job Efficacy, SPO= Sportsmanship, CT= Conservation of Time, ALT= Altruism, WM= Work Mindedness, OP= Organizational Pride, COR= Concern for Organizational Resources, INI= Individual Initiative, CV= Civic Virtue, GC= generalized Compliance, SFP= Social and Functional Participation, ES= Emotional Support

Table 26 shows that both the dimensions of IRB could be retained and the overall regression was significant ( $F_{(2,247)} = 6.24, p \leq .01$ ). The IRB could explain 4 per cent of the variance ( $\text{Adjusted } R^2 = .04$ ) in the Resource Acquisition Related Organizational Effectiveness. However, no variable of the two turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. All the 11 dimensions could be retained in the regression equation and the overall regression was not significant. Considering the

overall results no one of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Resources Acquisition Related Effectiveness.

Table 27

*Summary of Hierarchical Multiple Regression Analysis with the Dimensions of In-Role Behavior and Organizational Citizenship Behavior Predicting the Dimension of Organizational Effectiveness called Perceived Overall Organizational Effectiveness*

<b>Variable: IRB</b>	<b>b</b>	<b>SE b</b>	<b><math>\beta</math></b>	<b>t</b>	<b>p</b>	<b>F (2,247)</b>	<b>Adj. R<sup>2</sup></b>
<b>dimensions</b>							
<b>JSIN</b>	-.19	.22	-.07	-.88	.37		
<b>JEFF</b>	.25	.06	.35	4.00	.00	8.65 p<.01	.06
<b>Variable: OCB</b>						<b>F (13,236)</b>	
<b>Dimension</b>							
<b>SPO</b>	.02	.08	.02	.24	.81		
<b>CT</b>	-.11	.14	-.05	-.81	.41		
<b>ALT</b>	-.21	.10	-.15	-1.98	.04		
<b>WM</b>	-.12	.13	-.07	-.95	.34		
<b>OP</b>	.24	.09	.22	2.68	.00		
<b>COR</b>	-.08	.08	-.07	-.95	.34		
<b>INI</b>	.07	.10	-.06	.76	.44		
<b>CV</b>	-.00	.07	-.00	-.01	.98		
<b>GC</b>	.17	.11	.11	1.44	.14		
<b>SFP</b>	-.08	.08	-.09	-1.09	.27		
<b>ES</b>	-.16	.12	-.11	-1.30	.19	2.76 p<.01	.09
<b>Constant</b>	8.46	2.33		3.63	.00		

Note: JSIN= Job Sincerity, JEFF= Job Efficacy, SPO= Sportsmanship, CT= Conservation of Time, ALT= Altruism, WM= Work Mindedness, OP= Organizational Pride, INI= Individual Initiative, CV= Civic Virtue, GC= generalized Compliance, SFP= Social and Functional Participation, ES= Emotional Support

Table 27 shows that both the dimensions of IRB could be retained and the overall regression was significant ( $F_{(2,247)} = 8.65, p \leq .01$ ). The IRB could explain 6 per cent of the variance (Adjusted  $R^2 = .06$ ) in the Overall Perceived Organizational Effectiveness. However, only one of the two variables, namely Job Efficacy turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. All the 11 dimensions could be retained in the regression equation and the overall regression was significant ( $F_{(13,236)} = 2.76, p \leq .01$ ). The OCB could explain 9 per cent of the variance (Adjusted  $R^2 = .09$ ) in the Overall Perceived Organizational Effectiveness. However, looking at the

individual significance of the variable in the regression equation of OCB only two variables, namely Altruism and Organizational Pride of the 11 variables was turned out to be significant. Out of these two significant variables Altruism was found negative predictor where as Organizational Pride was found positive predictor of the Perceived Overall Organizational Effectiveness. Considering the overall results only one of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Perceived Overall Organizational Effectiveness.

Table 28

*Summary of Hierarchical Multiple Regression Analysis with the Dimensions of In-Role Behavior and Organizational Citizenship Behavior Predicting the Organizational Productivity*

<b>Variable: IRB</b>	<b>b</b>	<b>SE b</b>	<b><math>\beta</math></b>	<b>t</b>	<b>p</b>	<b>F (2,247)</b>	<b>Adj. R<sup>2</sup></b>
<b>dimensions</b>							
<b>JSIN</b>	.28	.21	.10	1.30	.19		
<b>JEFF</b>	-.03	.06	-.04	-.53	.59	1.10 p>.05	.00
<b>Variable: OCB</b>						<b>F (13,236)</b>	
<b>Dimension</b>							
<b>SPO</b>	.34	.08	.29	4.13	.00		
<b>CT</b>	-.25	.14	-.12	-1.79	.07		
<b>ALT</b>	.00	.10	.00	.01	.99		
<b>WM</b>	-.17	.13	-.09	-1.30	.19		
<b>OP</b>	.05	.09	.05	.64	.52		
<b>COR</b>	.07	.08	.06	.88	.37		
<b>INI</b>	.03	.10	.02	.34	.73		
<b>CV</b>	.02	.07	.02	.26	.79		
<b>GC</b>	.07	.11	.05	.68	.49		
<b>SFP</b>	-.04	.07	-.04	-.54	.58		
<b>ES</b>	-.24	.12	-.17	-2.00	.04	3.38 p<.01	.11
<b>Constant</b>	9.91	2.29		4.32	.00		

Note: JSIN= Job Sincerity, JEFF= Job Efficacy, SPO= Sportsmanship, CT= Conservation of Time, ALT= Altruism, WM= Work Mindedness, OP= Organizational Pride, COR= Concern for Organizational Resources, INI= Individual Initiative, CV= Civic Virtue, GC= generalized Compliance, SFP= Social and Functional Participation, ES= Emotional Support

Table 28 shows that both the dimensions of IRB could be retained and the overall regression was not significant. However, no one of the two variables turned out to be significant predictor individually. The next variable added to the hierarchical

regression equation was the OCB. All the 11 dimensions could be retained in the regression equation and the overall regression was significant ( $F_{(13,236)} = 3.38, p \leq .01$ ). The OCB could explain 12 per cent of the variance (Adjusted  $R^2 = .12$ ) in the Organizational Productivity. However, looking at the individual significance of the variable in the regression equation of OCB only two of the 11 variables, namely Sportsman Spirit was and Emotional Support was found significant. Out of these two significant dimensions Sportsman Spirit was found positive predictor where as Emotional Support was found negative predictor of Organizational Productivity. Considering the overall results only two of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Organizational Productivity.

Table 29

*Summary of Hierarchical Multiple Regression Analysis with the Dimensions of In-Role Behavior and Organizational Citizenship Behavior Predicting the Vertical Trust*

<b>Variable: IRB</b>	<b>b</b>	<b>SE b</b>	<b><math>\beta</math></b>	<b>t</b>	<b>p</b>	<b>F (2,247)</b>	<b>Adj. R<sup>2</sup></b>
<b>dimensions</b>							
<b>JSIN</b>	-.02	.35	-.00	-.08	.93		
<b>JEFF</b>	.17	.09	.15	1.75	.08	5.11 p<.01	.03
<b>Variable: OCB</b>						<b>F (13,236)</b>	
<b>Dimension</b>							
<b>SPO</b>	.25	.12	.14	2.00	.04		
<b>CT</b>	-.06	.22	-.02	-.29	.76		
<b>ALT</b>	-.01	.16	-.00	-.09	.92		
<b>WM</b>	-.50	.20	-.18	-2.46	.01		
<b>OP</b>	.26	.14	.15	1.88	.06		
<b>COR</b>	.10	.13	.05	.74	.45		
<b>INI</b>	.15	.15	.07	.95	.34		
<b>CV</b>	.02	.11	.01	.21	.83		
<b>GC</b>	.09	.18	.04	.54	.58		
<b>SFP</b>	.13	.12	.09	1.11	.26		
<b>ES</b>	-.25	.18	-.12	-1.36	.17	2.83 p<.01	.09
<b>Constant</b>	9.83	3.57		2.75	.00		

Note: JSIN= Job Sincerity, JEFF= Job Efficacy, SPO= Sportsmanship, CT= Conservation of Time, ALT= Altruism, WM= Work Mindedness, OP= Organizational Pride, COR= Concern for Organizational Resources, INI= Individual Initiative, CV= Civic Virtue, GC= generalized Compliance, SFP= Social and Functional Participation, ES= Emotional Support

Table 29 shows that both the dimensions of IRB could be retained and the overall regression was significant ( $F_{(2,247)} = 5.11, p \leq .01$ ). The IRB could explain 3 per cent of the variance (Adjusted  $R^2 = .03$ ) in the Organizational Productivity. However, no one of the two variables turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. All the 11 dimensions could be retained in the regression equation and the overall regression was significant ( $F_{(13,236)} = 2.83, p \leq .01$ ). The OCB could explain 9 per cent of the variance (Adjusted  $R^2 = .09$ ) in the Vertical Trust. However, looking at the individual significance of the variable in the regression equation of OCB only two of the 11 variables, namely Sportsman Spirit and Work Mindedness were significant. Out of these two significant dimensions Sportsman Spirit was positive predictor where as Work Mindedness was found negative predictor of Vertical Trust. Considering the overall results only two of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Vertical Trust.

Table 30

*Summary of Hierarchical Multiple Regression Analysis with the Dimensions of In-Role Behavior and Organizational Citizenship Behavior Predicting the Dimension of Organizational Commitment called Normative Commitment*

<i>Variable: IRB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>F</i> (2,247)	<i>Adj. R<sup>2</sup></i>
<i>dimensions</i>							
<i>JSIN</i>	.07	.12	.05	.61	.54		
<i>JEFF</i>	.06	.04	1.61	1.84	.06	5.92 p<.01	.04
<i>Variable: OCB</i>						<i>F</i> (13,236)	
<i>Dimension</i>							
<i>SPO</i>	.02	.05	.03	.53	.59		
<i>CT</i>	-.11	.08	-.11	-1.47	.14		
<i>ALT</i>	.16	.06	.20	2.78	.01		
<i>WM</i>	-.18	.07	-.19	-2.61	.01		
<i>OP</i>	.08	.04	.14	1.76	.08		
<i>COR</i>	.01	.04	.01	.21	.82		
<i>INI</i>	-.05	.05	-.08	-.97	.33		
<i>CV</i>	.02	.04	.04	.48	.63		
<i>GC</i>	-.02	.06	-.03	-.40	.68		
<i>SFP</i>	-.04	.04	-.08	-.97	.32		
<i>ES</i>	.07	.06	.10	1.15	.24	2.76 p<.01	.08
<i>Constant</i>	2.90	1.26		2.29	.02		

Note: JSIN= Job Sincerity, JEFF= Job Efficacy, SPO= Sportsmanship, CT= Conservation of Time, ALT= Altruism, WM= Work Mindedness, OP= Organizational Pride, COR= Concern for Organizational Resources, INI= Individual Initiative, CV= Civic Virtue, GC= generalized Compliance, SFP= Social and Functional Participation, ES= Emotional Support

Table 30 shows that both the dimensions of IRB could be retained and the overall regression was significant ( $F_{(2,247)} = 5.92, p \leq .01$ ). The IRB could explain 4 per cent of the variance (Adjusted  $R^2 = .04$ ) in the Normative Commitment the dimension of Organizational Commitment. However, no one of the two variables turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. All the 11 dimensions could be retained in the regression equation and the overall regression was significant ( $F_{(13,236)} = 2.76, p \leq .01$ ). The OCB could explain 8 per cent of the variance (Adjusted  $R^2 = .08$ ) in the Normative Commitment. However, looking at the individual significance of the variables in the regression equation of OCB only two of the 11 variables, namely

Altruism and Work mindedness were found significant. Out of these two significant predictors, Altruism was found positive predictor where as Work Mindedness was found negative predictor of Normative Commitment. Considering the overall results only two of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Normative Commitment the dimension of Organizational Commitment.

Table 31

*Summary of Hierarchical Multiple Regression Analysis with the Dimensions of In-Role Behavior and Organizational Citizenship Behavior Predicting the Dimension of Organizational Commitment called Organizational Attraction (Affective Commitment)*

<b>Variable: IRB</b>	<b>b</b>	<b>SE b</b>	<b><math>\beta</math></b>	<b>t</b>	<b>p</b>	<b>F (2,247)</b>	<b>Adj. R<sup>2</sup></b>
<b>dimensions</b>							
<b>JSIN</b>	-.12	.23	-.04	-.53	.59		
<b>JEFF</b>	.09	.07	.11	1.26	.20	1.99 p>.05	.01
<b>Variable: OCB</b>						<b>F (13,236)</b>	
<b>Dimension</b>							
<b>SPO</b>	.16	.09	.12	1.76	.08		
<b>CT</b>	-.15	.15	-.07	-.98	.32		
<b>ALT</b>	.08	.11	.05	.76	.44		
<b>WM</b>	-.36	.14	-.18	-2.53	.01		
<b>OP</b>	.33	.09	.27	3.32	.00		
<b>COR</b>	-.06	.09	-.05	-.65	.51		
<b>INI</b>	-.09	.11	-.07	-.87	.38		
<b>CV</b>	.13	.08	.13	1.57	.11		
<b>GC</b>	.16	.12	.10	1.29	.19		
<b>SFP</b>	.01	.08	.01	.22	.82		
<b>ES</b>	-.24	.13	-.16	-1.84	.07	2.87 p<.01	.09
<b>Constant</b>	8.95	2.52		3.54	.00		

Note: JSIN= Job Sincerity, JEFF= Job Efficacy, SPO= Sportsmanship, CT= Conservation of Time, ALT= Altruism, WM= Work Mindedness, OP= Organizational Pride, COR= Concern for Organizational Resources, INI= Individual Initiative, CV= Civic Virtue, GC= generalized Compliance, SFP= Social and Functional Participation, ES= Emotional Support

Table 31 shows that both the dimensions of IRB could be retained and the overall regression was not significant. The next variable added to the hierarchical regression equation was the OCB. All the 11 dimensions could be retained in the regression

equation and the overall regression was significant ( $F_{(13,236)} = 2.87, p \leq .01$ ). The OCB could explain 9 per cent of the variance ( $\text{Adjusted } R^2 = .09$ ) in the Organizational Attraction the dimension of Organizational Commitment. However, looking at the individual significance of the variable in the regression equation of OCB only two of the 11 variables, namely Work mindedness and Organizational Pride were significant. Out of these two predictor variables Work Mindedness was negative predictor where as Organizational Pride was positive predictor of Organizational Attraction the dimension of organizational Commitment. Considering the overall results only two of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Organizational Attraction.

Table 32

*Summary of Hierarchical Multiple Regression Analysis with the Dimensions of In-Role Behavior and Organizational Citizenship Behavior Predicting the Career Orientation*

<b>Variable: IRB</b>	<b>b</b>	<b>SE b</b>	<b><math>\beta</math></b>	<b>t</b>	<b>p</b>	<b>F (2,247)</b>	<b>Adj. R<sup>2</sup></b>
<b>dimensions</b>							
<b>JSIN</b>	.08	.25	.02	.32	.74		
<b>JEFF</b>	-.03	.07	-.04	-.48	.62	2.91 p<.01	.02
<b>Variable: OCB</b>						<b>F (13,236)</b>	
<b>Dimension</b>							
<b>SPO</b>	-.25	.09	-.19	-2.65	.00		
<b>CT</b>	-.04	.16	-.02	-.27	.78		
<b>ALT</b>	.16	.12	.10	1.36	.17		
<b>WM</b>	.07	.14	.04	.47	.63		
<b>OP</b>	-.11	.10	-.09	-1.16	.24		
<b>COR</b>	.03	.10	.02	.34	.73		
<b>INI</b>	-.06	.11	-.04	-.58	.55		
<b>CV</b>	-.04	.08	-.04	-.57	.57		
<b>GC</b>	.07	.13	.05	.59	.55		
<b>SFP</b>	.17	.09	.17	1.93	.05		
<b>ES</b>	.33	.13	.22	2.42	.02	2.57 p<.01	.08
<b>Constant</b>	11.56	2.61		4.43	.00		

Note: JSIN= Job Sincerity, JEFF= Job Efficacy, SPO= Sportsmanship, CT= Conservation of Time, ALT= Altruism, WM= Work Mindedness, OP= Organizational Pride, COR= Concern for Organizational Resources, INI= Individual Initiative, CV= Civic Virtue, GC= generalized Compliance, SFP= Social and Functional Participation, ES= Emotional Support



Table 32 shows that both the dimensions of IRB could be retained and the overall regression was significant ( $F_{(2,247)} = 2.91, p \leq .01$ ). The IRB could explain 2 per cent of the variance (Adjusted  $R^2 = .02$ ) in the Career Orientation. However, no one of the two variables turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. All the 11 dimensions could be retained in the regression equation and the overall regression was significant ( $F_{(13,236)} = 2.57, p \leq .01$ ). The OCB could explain 8 per cent of the variance (Adjusted  $R^2 = .08$ ) in the Career Orientation. However, looking at the individual significance of the variables in the regression equation of OCB only three of the 11 variables, namely Sportsman Spirit, Social and Functional Participation and Emotional Support were found significant. Out of these three significant predictors, Social and Functional Participation were found positive predictor where as Sportsman Spirit was found negative predictor of Career Orientation. Considering the overall results only three of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Career Orientation.

Table 33

*Summary of Hierarchical Multiple Regression Analysis with the Dimensions of In-Role Behavior and Organizational Citizenship Behavior Predicting the Reputational Effectiveness*

<i>Variable: IRB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>F</i> (2,247)	<i>Adj. R<sup>2</sup></i>
<i>dimensions</i>							
<i>JSIN</i>	-.06	.08	-.06	-.71	.47		
<i>JEFF</i>	.07	.02	.26	2.98	.00	9.20 $p < .01$	.06
<i>Variable: OCB</i>						<i>F</i> (13,236)	
<i>Dimension</i>							
<i>SPO</i>	.05	.03	.11	1.64	.10		
<i>CT</i>	.06	.05	.08	1.18	.23		
<i>ALT</i>	-.02	.04	-.05	-.60	.54		
<i>WM</i>	-.02	.05	-.03	.49	.62		
<i>OP</i>	.00	.03	.01	.15	.88		
<i>COR</i>	.01	.03	.02	.28	.77		
<i>INI</i>	.07	.03	.14	1.72	.09		
<i>CV</i>	-.01	.02	-.04	-.48	.63		
<i>GC</i>	-.04	.04	-.09	-1.10	.26		
<i>SFP</i>	-.01	.03	-.04	-.42	.66		
<i>ES</i>	.03	.04	.06	.70	.48	2.31 $p < .01$	.06
<i>Constant</i>	6.29	.87		7.18	.00		

Note: JSIN= Job Sincerity, JEFF= Job Efficacy, SPO= Sportsmanship, CT= Conservation of Time, ALT= Altruism, WM= Work Mindedness, OP= Organizational Pride, COR= Concern for Organizational Resources, INI= Individual Initiative, CV= Civic Virtue, GC= generalized Compliance, SFP= Social and Functional Participation, ES= Emotional Support

Table 33 shows that both the dimensions of IRB could be retained and the overall regression was significant ( $F_{(2,247)} = 9.20, p \leq .01$ ). The IRB could explain 6 per cent of the variance (Adjusted  $R^2 = .06$ ) in the Reputational Effectiveness. However, one of the two variables called Job Efficacy turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. All the 11 dimensions could be retained in the regression equation and the overall regression was significant ( $F_{(13,236)} = 2.31, p \leq .01$ ). The OCB could explain 8 per cent of the variance (Adjusted  $R^2 = .06$ ) in the Reputational Effectiveness. However, looking at the individual significance of the variables in the regression equation of OCB no variable of the 11 variables was found significant. Considering

the overall results only one of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Reputational Effectiveness.

Table 34

*Summary of Hierarchical Multiple Regression Analysis with the Dimensions of In-Role Behavior and Organizational Citizenship Behavior Predicting the Job Satisfaction*

<i>Variable: IRB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>F</i> (2,247)	<i>Adj. R<sup>2</sup></i>
<i>dimensions</i>							
<i>JSIN</i>	-.02	.17	-.10	-.12	.90		
<i>JEFF</i>	.22	.05	.38	4.36	.00	12.66 p<.01	.09
<i>Variable: OCB</i>						<i>F</i> (13,236)	
<i>Dimension</i>							
<i>SPO</i>	.00	.06	.00	-.01	.99		
<i>CT</i>	-.24	.11	-.15	-2.04	.04		
<i>ALT</i>	-.09	.08	-.08	-1.11	.26		
<i>WM</i>	-.22	.10	-.15	-2.07	.03		
<i>OP</i>	.17	.07	.19	2.40	.02		
<i>COR</i>	.07	.07	.07	1.05	.29		
<i>INI</i>	-.00	.08	-.00	-.12	.90		
<i>CV</i>	-.00	.06	-.00	-.04	.96		
<i>GC</i>	.02	.09	.01	.21	.82		
<i>SFP</i>	-.00	.06	-.00	-.11	.91		
<i>ES</i>	-.05	.10	-.05	-.51	.61	3.34 p<.01	.11
<i>Constant</i>	4.44	1.89		2.34	.02		

Note: JSIN= Job Sincerity, JEFF= Job Efficacy, SPO= Sportsmanship, CT= Conservation of Time, ALT= Altruism, WM= Work Mindedness, OP= Organizational Pride, COR= Concern for Organizational Resources, INI= Individual Initiative, CV= Civic Virtue, GC= generalized Compliance, SFP= Social and Functional Participation, ES= Emotional Support

Table 34 shows that both the dimensions of IRB could be retained and the overall regression was significant ( $F_{(2,247)} = 12.66, p \leq .01$ ). The IRB could explain 9 per cent of the variance ( $\text{Adjusted } R^2 = .09$ ) in the Job Satisfaction. However, one of the two variables called Job Efficacy was turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. All the 11 dimensions could be retained in the regression equation and the overall regression was significant ( $F_{(13,236)} = 3.34, p \leq .01$ ). The OCB could explain 11 per cent of the variance ( $\text{Adjusted } R^2 = .11$ ) in the Job Satisfaction. However, looking at the

individual significance of the variables in the regression equation of OCB only three of the 11 variables, namely Conservation of Time, Work Mindedness and Organizational Pride were found significant. Out of these three significant predictors, Conservation of Time and Work Mindedness were found negative predictor where as Organizational Pride was found Positive predictor of Job Satisfaction. Considering the overall results only four of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Job Satisfaction.

*Question 3. Whether or not organizational citizenship behavior and impression management would appear similar kind of behavior?*

Table 35

*Canonical Correlation showing the relationship of the Dimensions of Organizational Citizenship Behavior and Impression Management*

*(Please see the next page for details)*

<i>Variables</i>	<i>Set 1 Loading</i>	<i>Set 2 Loading</i>	<i>Set 3 Loading</i>	<i>Set 4 Loading</i>
<b><i>Left Hand Set</i></b>				
<i>ES</i>	-.17	.20	-.38	-.07
<i>COR</i>	-.12	.55	.00	-.05
<i>CT</i>	-.05	.25	-.04	-.10
<i>OP</i>	-.08	.16	-.21	-.14
<i>WM</i>	.67	.18	.25	-.17
<i>CV</i>	.19	.32	.05	-.16
<i>SFP</i>	.63	.30	-.19	.23
<i>ALT</i>	-.51	-.10	.12	-.11
<i>SPO</i>	-.69	.44	.12	.37
<i>INI</i>	.57	-.03	.00	.31
<i>GC</i>	.06	.46	.03	-.15
<b><i>Right Hand Set</i></b>				
<i>JSIM</i>	.85	.02	.25	-.55
<i>JOIM</i>	.88	-.05	-.53	-.25
<i>SUIM</i>	.79	-.54	.26	.14
<i>SEIM</i>	.07	.25	.23	.28
<i>RC</i>	.46	.43	.32	.29
<i>RC<sup>2</sup></i>	.21	.18	.10	.08
<i>Chi Square</i>	156.19	98.82	46.78	21.42
<i>df</i>	44	30	18	8
<i>p&lt;</i>	.01	.01	.01	.01
<i>Variance LHS</i>	.28	.09	.03	.03
<i>RDX LHS</i>	.06	.02	.00	.00
<i>Variance RHS</i>	.82	.09	.12	.12
<i>RDX RHS</i>	.17	.02	.01	.01

Note ES= Emotional Support, COR= Concern for Organizational Resources, CT= Conservation of Time, OP= Organizational Pride, WM= Work Mindedness, CV= Civic Virtue, SFP= Social and Functional Participation, ALT= Altruism, SPO= Sportsmanship, INI= Individual Initiative, GC= Generalized Compliance, JSIM = Job Specific Impression management, JOIM = Job Outcome Credit Focused Impression Management, SUIM = Supervisory Focused Impression Management, SEIM = Self-Focused Impression Management

In order to see the relationship between the Dimensions of OCB and Impression Management a canonical correlation analysis was done. The results (Table 35) showed that four significant correlations were obtained. The results of the first CC showed that left hand variate was composed of relatively high magnitudes of Work Mindedness, Social and Functional Participation, and Individual Initiatives and relatively low magnitude of Sportsman Spirit, and Altruism. This variate was shared 21 per cent variance with right hand variates. The RHS would be thought of as

composed of relatively high magnitude of Job Specific Impression Management, Job Outcome Credit Focused Impression Management, and Supervisory Focused Impression Management. The results further suggest that first left hand variate explained 17 per cent of the variance in the contained in the right hand variate ( $RDX\ RHS = .17$ ).

The results of the second CC showed that left hand variate was composed of relatively high magnitudes of Concern for Organizational Resources, Civic Virtue, Social Functional Participation, Sportsman Spirit, and Generalized Compliance. This variate was shared 18 per cent variance with right hand variates. The RHS would be thought of as composed of relatively low magnitude of Supervisory Focused Impression Management. The results further suggest that second left hand variate explained 02 per cent of the variance contained in the right hand variate ( $RDX\ RHS = .02$ ).

The results of the third CC showed that left hand variate was composed of relatively low magnitudes of Emotional Support. This variate was shared 10 per cent variance with right hand variates. The RHS would be thought of as composed of relatively low magnitude of Job Outcome Credit Focused Impression Management. The results further suggest that first left hand variate explained 01 per cent of the variance contained in the right hand variate ( $RDX\ RHS = .01$ ).

The results of the fourth CC showed that left hand variate was composed of relatively high magnitudes of Sportsman Spirit and Individual Initiative. This variate was shared 29 per cent variance with right hand variates. The RHS would be thought of as composed of relatively low magnitude of Job Specific Impression Management. The results further suggest that first left hand variate explained 01 per cent of the variance contained in the right hand variate ( $RDX\ RHS = .01$ ).

*Question 4. What is the strength of association of self-management perceptions and practices, as the predictor of different dimensions of in-role behavior and organizational citizenship behavior as the criterion, or whether self-management perception and practice is a better predictor than impression management of in-role behavior and organizational citizenship behavior?*

Table 36

*Summary of Multiple Regression Analysis with the Dimensions of Self-Management Perceptions and Practices Predicting the Dimension of Organizational Citizenship Behavior called Emotional Support*

Variable: SM	b	SE b	$\beta$	t	p	Adj. R <sup>2</sup>
Dimensions						
SPPc	.18	.03	.34	5.78	.01	.31
EMPr	.27	.05	.31	5.26	.01	.34
Constant	5.42	1.02		5.31	.01	
Overall F <sub>(2, 247)</sub> = 56.19, p ≤ .01						

Note. SM = Self-Management, SPPc = Self-Performance Perception, EMPr = Emotion Management Practice

The results of Multiple Regression Analysis (MRA) from Table 36 with the dimension of OCB called Emotional Support as the criterion and self-management as predictor showed that overall regression was significant ( $F_{(2,247)} = 56.19, p < .01$ ). Out of the 7 variables, 2 variables were retained into the regression equation that explained 34 percent of variance in total (Adjusted  $R^2 = .34$ ). Both the variables of self-management, namely Self-Performance Perception and Emotion Management Practice were found to be the positive predictors of the dimension of OCB called Emotional Support.

Table 37

*Summary of Multiple Regression Analysis with the Dimensions of Self-Management Perceptions and Practices Predicting the Dimension of Organizational Citizenship Behavior called Concern for Organizational Resources*

Variable: SM	b	SE b	$\beta$	t	p	Adj. R <sup>2</sup>
Dimensions						
SKP	.18	.05	.27	4.26	.01	.13
EMPr	.27	.06	.18	3.03	.01	.15
PPr	.14	.05	.16	2.48	.01	.17
Constant	11.38	1.02		8.02	.01	
Overall F <sub>(3, 246)</sub> = 17.88, p ≤ .01						

Note. SM = Self-Management, SKP = Self-Knowledge of Performance, EMPr = Emotion Management Practice, PPr = Planning Practice

The results of Multiple Regression Analysis (MRA) from Table 37 with the dimension of OCB called Concern for Organizational Resources as the criterion and self-management as predictor showed that overall regression was significant ( $F_{(3,246)} = 17.88, p < .01$ ). Out of the 7 variables, 3 variables were retained into the regression equation that explained 17 percent of variance in total (Adjusted  $R^2 = .17$ ). All three variables of self-management, namely Self-Knowledge of Performance, Emotion Management Practice and Planning Practice were found to be the positive predictors of the dimension of OCB called Concern for Organizational Resources.

Table 38

*Summary of Multiple Regression Analysis with the Dimensions of Self-Management Perceptions and Practices Predicting the Dimension of Organizational Citizenship Behavior called Conservation of Time*

<i>Variable: SM</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>EMPr</i>	.12	.21	.21	3.23	.01	.06
<i>SEPC</i>	.04	.02	.13	2.00	.05	.07
<i>Constant</i>	4.25	.78		5.47	.01	
Overall $F_{(2, 247)} = 10.77, p \leq .01$						

Note. SM = Self-Management, EMPr = Emotional Management Practice, SEPC = Self-Efficacy Perception

The results of Multiple Regression Analysis (MRA) from Table 38 with the dimension of OCB called Conservation of Time as the criterion and self-management as predictor showed that overall regression was significant ( $F_{(2,247)} = 10.77, p < .01$ ). Out of the 7 variables, 2 variables were retained into the regression equation that explained 7 percent of variance in total (Adjusted  $R^2 = .07$ ). Both the variables of self-management, namely Emotion Management Practice and Self-Efficacy Perception were found to be the positive predictors of the dimension of OCB called Conservation of Time.



Table 39

*Summary of Multiple Regression Analysis with the Dimensions of Self-Management Perceptions and Practices Predicting the Dimension of Organizational Citizenship Behavior called Organizational Pride*

Variable: SM	b	SE b	$\beta$	t	p	Adj. R <sup>2</sup>
<b>Dimensions</b>						
<i>SPPc</i>	.15	.04	.24	3.67	.01	.15
<i>SEPC</i>	.11	.03	.19	3.09	.01	.20
<i>EMPr</i>	.20	.07	.19	3.00	.01	.22
<b>Constant</b>	7.91	1.40		5.63	.01	
Overall $F_{(3, 246)} = 24.52, p \leq .01$						

Note. SM = Self-Management, SPPc = Self-Performance Perception, SEPC = Self-Efficacy Perception, EMPr = Emotion Management Practice

The results of Multiple Regression Analysis (MRA) from Table 39 with the dimension of OCB called Organization Pride as the criterion and self-management as predictor showed that overall regression was significant ( $F_{(3,246)} = 24.52, p < .01$ ). Out of the 7 variables, 3 variables were retained into the regression equation that explained 22 percent of variance in total (Adjusted  $R^2 = .22$ ). All three variables of self-management, namely Self-Performance Perception, Self-Efficacy Perception and Emotion Management Practice were found to be the positive predictors of the dimension of OCB called Organization Pride.

Table 40

*Summary of Multiple Regression Analysis with the Dimensions of Self-Management Perceptions and Practices Predicting the Dimension of Organizational Citizenship Behavior called Work Mindedness*

Variable: SM	b	SE b	$\beta$	t	p	Adj. R <sup>2</sup>
<b>Dimensions</b>						
<i>SPPc</i>	.13	.02	.34	5.33	.01	.16
<i>ACPr</i>	.07	.03	.14	2.35	.05	.19
<i>EMPr</i>	.09	.04	.15	2.35	.05	.21
<b>Constant</b>	4.68	.89		5.21	.00	
Overall $F_{(3, 246)} = 22.03, p \leq .01$						

Note. SM= Self-Management, SPPc= Self-Performance Perception, ACPr= Access and Catch-up Practice EMPr= Emotion Management Practice

The results of Multiple Regression Analysis (MRA) from Table 40 with the dimension of OCB called Work mindedness as the criterion and self-management as predictor showed that overall regression was significant ( $F_{(3,246)} = 22.03, p < .01$ ). Out of the 7 variables, 3 variables were retained into the regression equation that explained 21 percent of variance in total (Adjusted  $R^2 = .21$ ). All three variables of self-management, namely Self-Performance Perception, Access and Catch-up Practice and Emotion Management Practice were found to be the positive predictors of the dimension of OCB called Work Mindedness.

Table 41

*Summary of Multiple Regression Analysis with the Dimensions of Self-Management Perceptions and Practices Predicting the Dimension of Organizational Citizenship Behavior called Civic Virtue*

<i>Variable: SM</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<b><i>Dimensions</i></b>						
<b><i>SPPc</i></b>	.24	.05	.29	4.70	.01	.20
<b><i>SEPC</i></b>	.17	.04	.23	3.86	.01	.26
<b><i>EMPr</i></b>	.24	.08	.18	2.92	.01	.28
<b><i>Constant</i></b>	10.37	1.68		6.17	.01	
<b>Overall <math>F_{(3, 246)} = 34.05, p \leq .01</math></b>						

Note. SM= Self-Management, SPPc= Self-Performance Perception, SEPC= Self-Efficacy Perception, EMPr= Emotion Management Practice

The results of Multiple Regression Analysis (MRA) from Table 41 with the dimension of OCB called Civic Virtue (CV) as the criterion and self-management as predictor showed that overall regression was significant ( $F_{(3,246)} = 34.05, p < .01$ ). Out of the 7 variables, 3 variables were retained into the regression equation that explained .28 percent of variance in total (Adjusted  $R^2 = .28$ ). All three variables of self-management, namely Self-Performance Perception, Self-Efficacy Perception and Emotion Management Practice were found to be the positive predictors of the dimension of OCB called Civic Virtue.

Table 42

*Summary of Multiple Regression Analysis with the Dimensions of Self-Management Perceptions and Practices Predicting the Dimension of Organizational Citizenship Behavior called Social and Functional Participation*

<i>Variable: SM</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>EMPr</i>	.39	.07	.31	4.98	.01	.18
<i>SPPc</i>	.20	.05	.26	4.11	.01	.23
<i>Constant</i>	8.63	1.55		5.54	.01	
Overall $F_{(2, 247)} = 38.43, p \leq .01$						

Note. SM= Self-Management, EMPr= Emotion Management Practice, SPPc= Self-Performance Perception.

The results of Multiple Regression Analysis (MRA) from Table 42 with the dimension of OCB called Social and Functional Participation as the criterion and self-management as predictor showed that overall regression was significant ( $F_{(2,247)} = 38.43, p < .01$ ). Out of the 7 variables, 2 variables were retained into the regression equation that explained 23 percent of variance in total (Adjusted  $R^2 = .23$ ). Both the variables of self-management, namely Emotion Management Practice and Self-Performance Perception were found to be positive predictors of the dimension of OCB called Social and Functional Participation.

Table 43

*Summary of Multiple Regression Analysis with the Dimensions of Self-Management Perceptions and Practices Predicting the Dimension of Organizational Citizenship Behavior called Altruism*

<i>Variable: SM</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SPPc</i>	.09	.03	.18	2.63	.01	.07
<i>EMPr</i>	.14	.06	.17	2.55	.01	.09
<i>PPr</i>	-.09	.04	-.12	-2.14	.03	.10
<i>Constant</i>	10.47	1.28		8.19	.00	
Overall $F_{(3, 246)} = 10.42, p \leq .01$						

Note. SM= Self-Management, SPPc= Self-Performance Perception, EMPr= Emotion Management Practice, PPr= Planning Practice

The results of Multiple Regression Analysis (MRA) from Table 43 with the dimension of OCB called Altruism as the criterion and self-management as predictor showed that overall regression was significant ( $F_{(3,246)} = 10.42, p < .01$ ). Out of the 7 variables, 3 variables were retained into the regression equation that explained 10 percent of variance in total (Adjusted  $R^2 = .10$ ). Out of three predictor variables of self-management, namely Self-Performance Perception and Emotion Management Practice were found positive predictors where as Planning Practice was negative predictor of the dimension of OCB called Altruism.

Table 44

*Summary of Multiple Regression Analysis with the Dimensions of Self-Management Perceptions and Practices Predicting the Dimension of Organizational Citizenship Behavior called Sportsman Spirit.*

<i>Variable: SM</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SKP</i>	.22	.05	.27	4.35	.01	.09
<i>ACPr</i>	-.10	.05	-.13	-2.09	.03	.11
<i>Constant</i>	12.11	1.41		8.54	.00	
Overall $F_{(2, 247)} = 15.72, p \leq .01$						

Note. SM= Self-Management, SKP= Self-Knowledge of Performance, ACPr= Access and Catch-up Practice

The results of Multiple Regression Analysis (MRA) from Table 44 with the dimension of OCB called Sportsman Spirit as the criterion and self-management as predictor showed that overall regression was significant ( $F_{(2,247)} = 15.72, p < .01$ ). Out of the 7 variables, 2 variables were retained into the regression equation that explained 11 percent of variance in total (Adjusted  $R^2 = .11$ ). Out of these two predictor variables of self-management, namely Self-Knowledge of Performance was found to be positive where as Access and Catch up Practices was found to be negative predictor of the dimension of OCB called Sportsman Spirit.

Table 45

*Summary of Multiple Regression Analysis with the Dimensions of Self-Management Perceptions and Practices Predicting the Dimension of Organizational Citizenship Behavior called Individual Initiative*

<i>Variable: SM</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>P</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>EMPr</i>	.21	.06	.22	3.26	.01	.11
<i>SPPc</i>	.09	.03	.16	2.41	.05	.14
<i>SEPC</i>	.07	.03	.14	2.16	.05	.15
<i>Constant</i>	10.31	1.30		7.91	.01	
Overall $F_{(3, 246)} = 16.13, p \leq .01$						

Note. SM= Self-Management, SPPc= Self-Performance Perception, SEPC= Self-Efficacy Perception, EMPr= Emotion Management Practice

The results of Multiple Regression Analysis (MRA) from Table 45 with the dimension of OCB called Individual Initiative as the criterion and self-management as predictor showed that overall regression was significant ( $F_{(3,246)} = 16.13, p < .01$ ). Out of the 7 variables, 3 variables were retained into the regression equation that explained 15 percent of variance in total (Adjusted  $R^2 = .15$ ). All three variables of self-management, namely Emotion Management Practice, Self-Performance Perception, and Self-Efficacy Perception were found positive predictors of the dimension of OCB called Individual Initiative.

Table 46

*Summary of Multiple Regression Analysis with the Dimensions of Self-Management Perceptions and Practices Predicting the Dimension of Organizational Citizenship Behavior called Generalized Compliance*

<i>Variable: SM</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>EMPr</i>	.29	.04	.35	6.03	.01	.14
<i>SKP</i>	.11	.07	.18	3.09	.01	.17
<i>Constant</i>	8.69	1.13		7.66	.01	
Overall $F_{(2, 247)} = 25.94, p \leq .01$						

Note: SM= Self-Management, EMPr= Emotion Management Practice, SKP= Self-Knowledge of Performance

The results of Multiple Regression Analysis (MRA) from Table 46 with the dimension of OCB called Generalized Compliance as the criterion and self-management as predictor showed that overall regression was significant ( $F_{(2,247)} = 25.94, p < .01$ ). Out of the 7 variables, 2 variables were retained into the regression equation that explained 17 percent of variance in total (Adjusted  $R^2 = .17$ ). Both the variables of self-management, namely Emotion Management Practice and Self-Knowledge of Performance were found to be the positive predictors of the dimension of OCB called Generalized Compliance.

Table 47

*Summary of Multiple Regression Analysis with the Dimensions of Self-Management Perceptions and Practices Predicting the Dimension of In-Role Behavior called Job Efficacy*

<i>Variable: SM</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<b><i>Dimensions</i></b>						
<b><i>SPPc</i></b>	.49	.05	.49	9.29	.01	.39
<b><i>EMPr</i></b>	.36	.08	.22	4.33	.01	.44
<b><i>SPFPc</i></b>	.41	.13	.15	3.15	.01	.46
<b><i>Constant</i></b>	9.48	1.74		5.45	.01	
<b>Overall <math>F_{(3, 246)} = 71.44, p \leq .01</math></b>						

Note. SM= Self-Management, SPPc= Self-Performance Perception, EMPr= Emotion Management Practice, SPFPc= Self Performance Feedback Perception

The results of Multiple Regression Analysis (MRA) from Table 47 with the dimension of IRB called Job Efficacy as the criterion and self-management as predictor showed that overall regression was significant ( $F_{(3,246)} = 71.44, p < .01$ ). Out of the 7 variables, 3 variables were retained into the regression equation that explained 46 percent of variance in total (Adjusted  $R^2 = .46$ ). All three variables of self-management, namely Self-Performance Perception, Emotion Management Practice, and Self Performance Feedback Perception were found to be positive predictors of the dimension of IRB called Job efficacy.

Table 48

*Summary of Multiple Regression Analysis with the Dimensions of Self-Management Perceptions and Practices Predicting the Dimension of In-Role Behavior called Job Sincerity*

<i>Variable: SM</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SPPc</i>	.08	.02	.29	4.63	.01	.21
<i>EMPr</i>	.10	.03	.24	3.75	.01	.26
<i>ACPr</i>	-.06	.02	-.18	-3.20	.01	.27
<i>SEPC</i>	.04	.02	.16	2.65	.01	.29
<i>Constant</i>	3.49	.59		5.89	.01	
Overall <i>F</i> (4, 245) = 26.33, <i>p</i> ≤ .01						

Note. SM= Self-Management, SPPc= Self-Performance Perception, EMPr= Emotion Management Practice, ACPr= Access and Catch-up Practice, SEPC= Self-Efficacy Perception

The results of Multiple Regression Analysis (MRA) from Table 48 with the dimension of IRB called Job Sincerity as the criterion and self-management as predictor showed that overall regression was significant (*F* (4,245) = 26.33, *p* < .01). Out of the 7 variables, 3 variables were retained into the regression equation that explained 29 percent of variance in total (Adjusted *R*<sup>2</sup> = .29). Out of four variables of self-management, namely Self- Performance Perception, Emotion Management Practice, and Self-Efficacy Perception were found to be positive predictors where as Access and Catch-up Practice was found to be negative predictor of the dimension of IRB called Job Sincerity.

Table 49

*Summary of Multiple Regression Analysis with the Dimensions of Impression Management Predicting the Emotional Support Dimension of Organizational Citizenship Behavior*

<i>Variable: IM</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>JOIM</i>	.14	.04	.23	3.65	.01	.05
<i>Constant</i>	13.71	.68		19.98	.01	
Overall $F_{(1,248)} = 13.34, p < .01$						

Note: JOIM = Job Outcome Credit Focused Impression Management

The results of Multiple Regression Analysis (MRA) from Table 49 with the dimension of OCB called Emotional Support as the criterion and impression-management as predictor showed that overall regression was significant ( $F_{(1,248)} = 13.34, p < .01$ ). Out of the 4 variables, 1 variable was retained into the regression equation that explained 5 percent of variance in total (Adjusted  $R^2 = .05$ ). The predictor variables of impression-management, namely Job Outcome Credit Focused Impression Management was found to be the positive predictors of the dimension of OCB called Emotional Support.

Table 50

*Summary of Multiple Regression Analysis with the Dimensions of Impression Management Predicting the Concern for Organizational Resources Dimension of Organizational Citizenship Behavior*

<i>Variable: IM</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SUIM</i>	-.23	.05	-.33	-5.01	.01	.06
<i>SEIM</i>	.40	.12	.23	3.39	.01	.09
<i>Constant</i>	21.97	.86		25.80	.01	
Overall $F_{(2,247)} = 13.54, p < .01$						

Note: SUIM = Supervisory Focused Impression Management, SEIM = Self-Focused Impression Management

The results of Multiple Regression Analysis (MRA) from Table 50 with the dimension of OCB called Concern for Organizational Resources as the criterion and impression-management as predictor showed that overall regression was significant



( $F_{(2,247)} = 13.54, p < .01$ ). Out of the 4 variables, 2 variables were retained into the regression equation that explained 9 percent of variance in total (Adjusted  $R^2 = .09$ ). Out these two predictor variables of impression-management, namely Supervisory Focused Impression Management was found to be the negative predictor where as Self-Focused Impression Management was found to be the positive predictor of the dimension of OCB called Concern for Organizational Resources.

Table 51

*Summary of Multiple Regression Analysis with the Dimensions of Impression Management Predicting the Organizational Pride Dimension of Organizational Citizenship Behavior*

<i>Variable: IM</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>JOIM</i>	.13	.05	.17	2.78	.01	.03
<i>Constant</i>	17.56	.84		20.80	.01	
Overall $F_{(1,248)} = 7.76, p < .01$						

Note: JOIM = Job Outcome Credit Focused Impression Management

The results of Multiple Regression Analysis (MRA) from Table 51 with the dimension of OCB called Organization Pride as the criterion and impression-management as predictor showed that overall regression was significant ( $F_{(1,248)} = 7.76, p < .01$ ). Out of the 4 variables, 1 variable was retained into the regression equation that explained 3 percent of variance in total (Adjusted  $R^2 = .03$ ). The predictor variables of impression-management, namely Job Outcome Credit Focused Impression Management was found to be positive predictors of the dimension of OCB called Organization Pride.

Table 52

*Summary of Multiple Regression Analysis with the Dimensions of Impression Management Predicting the Work Mindedness Dimension of Organizational Citizenship Behavior*

<i>Variable: IM</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SEIM</i>	.25	.07	.22	3.39	.01	.08
<i>JSIM</i>	.13	.04	.19	2.94	.01	.11
<i>Constant</i>	8.83			16.44	.01	
Overall $F_{(2,247)} = 16.72$ $p < .01$						

Note: JSIM = Job Specific Impression Management, SEIM = Self-Focused Impression Management

The results of Multiple Regression Analysis (MRA) from Table 52 with the dimension of OCB called Work Mindedness as the criterion and impression-management as predictor showed that overall regression was significant ( $F_{(2,247)} = 16.72$ ,  $p < .01$ ). Out of the 4 variables, 2 variables were retained into the regression equation that explained 11 percent of variance in total (Adjusted  $R^2 = .11$ ). Both the predictor variables of impression-management, namely Self-Focused Impression Management and Job Specific Impression Management were found the positive predictors of the dimension of OCB called Work Mindedness.

Table 53

*Summary of Multiple Regression Analysis with the Dimensions of Impression Management Predicting the Civic Virtue Dimension of Organizational Citizenship Behavior*

<i>Variable: IM</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SEIM</i>	.52	.14	.22	3.39	.01	.05
<i>Constant</i>	23.57	1.03		22.94	.01	
Overall $F_{(1,248)} = 13.06$ $p < .01$						

Note: SEIM = Self-Focused Impression Management

The results of Multiple Regression Analysis (MRA) from Table 53 with the dimension of OCB called Civic Virtue as the criterion and impression-management as predictor showed that overall regression was significant ( $F_{(1,248)} = 13.06$ ,  $p < .01$ ).

Out of the 4 variables, 1 variable was retained into the regression equation that explained 5 percent of variance in total (Adjusted  $R^2 = .05$ ). The predictor variables of impression-management, namely Self-Focused Focused Impression Management was found to be the positive predictor of the dimension of OCB called Civic Virtue.

Table 54

*Summary of Multiple Regression Analysis with the Dimensions of Impression Management Predicting the Social and Functional Participation Dimension of Organizational Citizenship Behavior*

<i>Variable: IM</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SEIM</i>	.58	.14	.26	4.22	.01	.09
<i>JOIM</i>	.12	.06	.14	2.25	.05	.10
<i>Constant</i>	15.85			13.08	.01	
Overall $F_{(2,247)} = 14.48 \text{ } p < .01$						

Note: JOIM = Job Outcome Credit Focused Impression Management, SEIM = Self-Focused Impression Management

The results of Multiple Regression Analysis (MRA) from Table 54 with the dimension of OCB called Social and Functional Participation as the criterion and impression-management as predictor showed that overall regression was significant ( $F_{(1,248)} = 14.48, p < .01$ ). Out of the 4 variables, 2 variables were retained into the regression equation that explained 10 percent of variance in total (Adjusted  $R^2 = .10$ ). Both the predictor variables of impression-management, namely Self-Focused Impression Management and Job Outcome Credit Focused Impression Management were found to be the positive predictors of the dimension of OCB called Social and Functional Participation.

Table 55

*Summary of Multiple Regression Analysis with the Dimensions of Impression Management Predicting the Sportsman Spirit Dimension of Organizational Citizenship Behavior*

<i>Variable: IM</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SUIM</i>	-.18	.04	-.28	-4.11	.01	.05
<i>JOIM</i>	-.13	.04	-.19	-3.06	.01	.07
<i>SEIM</i>	.30	.12	.17	2.52	.01	.09
<i>Constant</i>	18.68	1.02		18.37	.00	
Overall $F_{(3,246)} = 9.65$ $p < .01$						

Note: JOIM = Job Outcome Credit Focused Impression Management, SUIM = Supervisory Focused Impression Management, SEIM = Self-Focused Impression Management

The results of Multiple Regression Analysis (MRA) from Table 55 with the dimension of OCB called Sportsman Spirit as the criterion and impression-management as predictor showed that overall regression was significant ( $F_{(3,246)} = 9.65$ ,  $p < .01$ ). Out of the 4 variables, 3 variables were retained into the regression equation that explained 9 percent of variance in total (Adjusted  $R^2 = .09$ ). Out of the 3 predictor variables of impression-management, namely Supervisory Focused Impression Management and Job Outcome Credit Focused Impression Management were found to be the negative predictors whereas Self-Focused Impression Management was found to be the positive predictor of the dimension of OCB called Sportsman Spirit.

Table 56

*Summary of Multiple Regression Analysis with the Dimensions of Impression Management Predicting the Individual Initiative Dimension of Organizational Citizenship Behavior*

<i>Variable: IM</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SEIM</i>	.38	.10	.23	3.71	.01	.05
<i>Constant</i>	16.59	.73		22.58	.01	
Overall $F_{(1,248)} = 13.71$ $p < .01$						

Note: SEIM = Self-Focused Impression Management

The results of Multiple Regression Analysis (MRA) from Table 56 with the dimension of OCB called Individual Initiative as the criterion and impression-management as predictor showed that overall regression was significant ( $F_{(1,248)} = 13.71, p < .01$ ). Out of the 4 variables, 1 variable was retained into the regression equation that explained 5 percent of variance in total (Adjusted  $R^2 = .05$ ). The predictor variables of impression-management, namely Self-Focused Impression Management was found to be the positive predictor of the dimension of OCB called Individual Initiative.

Table 57

*Summary of Multiple Regression Analysis with the Dimensions of Impression Management Predicting the Generalized Compliance Dimension of Organizational Citizenship Behavior*

<i>Variable: IM</i>	<i>B</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SEIM</i>	.39	.09	.27	3.99	.01	.03
<i>SUIM</i>	-.13	.03	-.23	-3.43	.01	.07
<i>Constant</i>	15.92	.71		22.27	.01	
Overall $F_{(2,247)} = 9.83, p < .01$						

Note: SUIM = Supervisory Focused Impression Management, SEIM = Self-Focused Impression Management

The results of Multiple Regression Analysis (MRA) from Table 57 with the dimension of OCB called Generalized Compliance as the criterion and impression-management as predictor showed that overall regression was significant ( $F_{(2,247)} = 9.83, p < .01$ ). Out of the 4 variables, 2 variables were retained into the regression equation that explained 7 percent of variance in total (Adjusted  $R^2 = .07$ ). Out of the 2 predictor variables of impression-management, namely Self-Focused Impression Management was found to be the positive predictor whereas Supervisory Focused Impression Management was found to be negative predictor of the dimension of OCB called Generalized Compliance.

Table 58

*Summary of Multiple Regression Analysis with the Dimensions of Impression Management Predicting the Job Efficacy Dimension of In-role Behavior*

<i>Variable: IM</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SEIM</i>	.47	.18	.17	2.63	.01.	.04
<i>JOIM</i>	.14	.07	.13	2.07	.05	.05
<i>Constant</i>	28.46	1.58		17.91	.01	
Overall $F_{(2,247)} = 7.29$ $p < .01$						

Note: JOIM = Job Outcome Credit Focused Impression Management, SEIM = Self-Focused Impression Management

The results of Multiple Regression Analysis (MRA) from Table 58 with the dimension of IRB called Job Efficacy as the criterion and impression-management as predictor showed that overall regression was significant ( $F_{(2,247)} = 7.29$ ,  $p < .01$ ). Out of the 4 variables, 2 variables were retained into the regression equation that explained 5 percent of variance in total (Adjusted  $R^2 = .05$ ). Both the predictor variables of impression-management, namely Self-Focused Impression Management and Job Outcome Credit Focused Impression Management were found the positive predictors of the dimension of IRB called Job Efficacy

Table 59

*Summary of Multiple Regression Analysis with the Dimensions of Impression Management Predicting the Job Sincerity Dimension of In-role Behavior*

<i>Variable: IM</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SEIM</i>	.18	.05	.23	3.38	.05	.03
<i>SUIM</i>	-.05	.02	-.16	-2.30	.05	.05
<i>Constant</i>	7.74	.38				
Overall $F_{(2,247)} = 6.19$ $p < .01$						

Note: SUIM = Supervisory Focused Impression Management, SEIM = Self-Focused Impression Management

The results of Multiple Regression Analysis (MRA) from Table 59 with the dimension of IRB called Job Sincerity as the criterion and impression-management as predictor showed that overall regression was significant ( $F_{(2,247)} = 6.19$ ,  $p < .01$ ). Out of the 4 variables, 2 variables were retained into the regression equation that

explained 5 percent of variance in total (Adjusted  $R^2 = .05$ ). Out of the 2 predictor variables of impression-management, Self-Focused Impression Management was found to be the positive predictor whereas Supervisory Focused Impression Management was found to be the negative predictor of the dimension of IRB called Job Sincerity.

*Question 5. What would be the strength of association of emotional intelligence and self-management perceptions and practices, with organizationally relevant outcome variables as criterion?*

Table 60

*Summary of Multiple Regression Analysis with the Dimensions of Emotional Intelligence Predicting the different Dimensions of Organizationally Relevant Outcome Variables*

No.	Predictor Variables (Dimensions of EI)	Criterion Variables	$\beta$	$t$	$p$ (exact)	Adj. $R^2$
1	Controlled Problem Solving	Job satisfaction	.22	3.595	.0004	.05
2	Assertiveness and Positive Self Concept	Personal Effectiveness	.23	3.79	.0002	.08
3	Reality Awareness	Personal Effectiveness	.23	3.75	.0002	.13
4	Reality Awareness	Sense of Attachment	.15	2.46	.0148	.02
5	Assertiveness and Positive Self Concept	Conditional Continuance Commitment	-.22	-3.47	.0006	.04
6	Reality Awareness	Normative Commitment	.15	2.40	.0170	.02
7	Assertiveness and Positive Self Concept	Reputational Effectiveness	.21	3.35	.0009	.07
8	Reality Awareness	Reputational Effectiveness	.19	3.02	.0028	.09
9	Positive Attitude about Life	Sense of Accomplishment and Contribution	.32	5.33	.0000	.10
10	Positive Attitude about Life	Botheration Free Existence	.32	4.75	.0000	.16
11	Assertiveness and Positive Self	Botheration Free Existence	.16	2.38	.0179	.18

	Concept					
12	Controlled Problem Solving	<i>Vertical Trust</i>	.15	2.08	.0379	.07
13	Reality Awareness.	<i>Vertical Trust</i>	.19	3.00	.0030	.10
14	Impulse Control	<i>Vertical Trust</i>	.13	1.99	.0468	.11
15	Controlled Problem Solving	<i>Turnover Intention</i>	-.15	-2.32	.0211	.02
16	Controlled Problem Solving	<i>Resource Acquisition related Organizational Effectiveness</i>	.19	2.70	.0073	.01
17	Assertiveness and Positive Self Concept	<i>Resource Acquisition related Organizational Effectiveness</i>	-.14	-2.01	.0451	.02
18	Controlled Problem Solving	<i>Perceived Overall Organizational Effectiveness</i>	.13	2.05	.0419	.01
19	Controlled Problem Solving	<i>Organizational Productivity</i>	.20	3.23	.0014	.04

The results of Multiple Regression Analysis (MRA) with the organizationally relevant outcome variables as the criterion and Emotional Intelligence as the predictor showed that the dimensions of emotional intelligence turned out to be significant predictors of the dimensions of the organizationally relevant individual level and organizational level outcome variables. More specifically, Job Satisfaction was predicted by one dimension (of EI), Personal Effectiveness was by two dimensions, Organizational Commitment aspects by two dimensions, General Health aspects by two, Vertical Trust by three, Turnover Intention by one, aspects of Organizational Effectiveness by two, and Organizational Productivity by one dimension of EI respectively. The results showed that the construct of emotional intelligence may be taken as meaningfully related to the organizationally relevant outcome variables.



Table 61

*Summary of Multiple Regression Analysis with the Dimensions of Self-Management Perceptions and Practices(SM) Predicting the different Dimensions of Organizationally Relevant Outcome Variables*

No.	Predictor Variables (Dimensions of SM)	Criterion Variables	$\beta$	$t$	$p$ (exact)	Adj. $R^2$
1	Self-Performance Perception	Job satisfaction	.30	4.97	.0000	.09
2	Planning Practice	Job satisfaction	.19	3.20	.0015	.12
3	Supervisory Performance Feedback Perception	Job satisfaction	.13	2.11	.0358	.13
4	Planning Practice	Career Orientation	-.21	-3.46	.0006	.04
5	Emotion Management Practice	Career Orientation	.19	3.19	.0016	.07
6	Self-Performance Perception	Personal Effectiveness	.55	9.77	.0000	.37
7	Emotion Management Practice	Personal Effectiveness	.12	2.18	.0303	.38
8	Planning Practice	Sense of Attachment	.34	5.77	.0000	.11
9	Self-Knowledge of Performance	Conditional Continuance Commitment	-.26	-4.24	.0000	.05
10	Self-Performance Perception	Conditional Continuance Commitment	.20	3.15	.0018	.08
11	Self-Efficacy Perception	Normative Commitment	.18	2.82	.0051	.03
12	Planning Practice	Organizational Attraction	.20	3.08	.0023	.02
13	Self-Efficacy Perception	Organizational Attraction	.18	2.81	.0054	.05
14	Self-Performance Perception	Reputational Effectiveness	.18	2.86	.0046	.05
15	Planning Practice	Reputational Effectiveness	.20	3.18	.0016	.08
16	Supervisory Performance Feedback Perception	Reputational Effectiveness	.13	2.13	.0344	.10
17	Self-Efficacy Perception	Reputational Effectiveness	.14	1.99	.0472	.11
18	Emotion Management Practice	Sense of Accomplishment and Contribution	.23	3.59	.0004	.14

19	Self Knowledge of Perception	Sense of Accomplishment and Contribution	.21	3.69	.0003	.19
20	Self-Efficacy Perception	Sense of Accomplishment and Contribution	.15	2.38	.0324	.21
21	Self-Performance Perception	Sense of Accomplishment and Contribution	.14	2.15	.0324	.23
22	Self Knowledge of Perception	Botheration Free Existence	.27	4.34	.0000	.11
23	Access and Catch up Practices	Botheration Free Existence	-.21	-3.28	.0012	.13
24	Self-Efficacy Perception	Botheration Free Existence	.19	3.05	.0026	.15
25	Self-Knowledge of Performance	Vertical Trust	.12	1.71	.0878	.05
26	Planning Practice	Vertical Trust	.18	2.61	.0097	.06
27	Self-Performance Perception	Vertical Trust	.15	2.38	.0182	.08
28	Planning Practice	Perceived Job Mobility	-.41	-7.33	.0000	.21
29	Self-Performance Perception	Perceived Job Mobility	.20	3.64	.0003	.24
30	Access and Catch up Practices	Perceived Job Mobility	.12	2.13	.0337	.25
31	Planning Practice	Turnover Intention	-.38	-6.47	.0000	.14
32	Planning Practice	Organizational Productivity	.21	3.12	.0020	.07
33	Self-Knowledge of Performance	Organizational Productivity	.16	2.44	.0156	.09
34	Self Performance Practices	Resources Acquisition Related Organizational Effectiveness	.23	3.71	.0003	.05
35	Supervisory Performance Feedback Perception	Perceived Overall Organizational Effectiveness	.20	3.26	.0013	.05
36	Self Performance Practices	Perceived Overall Organizational Effectiveness	.17	2.78	.0058	.07
37	Planning Practice	Perceived Overall Organizational Effectiveness	.14	2.26	.0247	.09
38	Self-Performance Perception	Human Resources Acquisition Related Organizational Effectiveness	.13	2.10	.0364	.01

The results of Multiple Regression Analysis (MRA) with the organizationally relevant outcome variables as the criterion and self-management as the predictor showed that the dimensions of self-management turned out to be significant predictors of the dimensions of the organizationally relevant individual level and organizational level outcome variables. More specifically, Job Satisfaction was predicted by three dimensions (of SM), Career Orientation was by two, Personal Effectiveness was by two dimensions, Sense of Attachment dimension of organizational commitment by four, Conditional Continuance Commitment dimension of organizational commitment was by two, Normative Commitment dimension of organizational commitment was by one, Organizational Attraction dimension of organizational commitment was by two, Reputational Effectiveness was by four, Sense of Accomplishment and Contribution dimension of general health was by four, Botheration Free Existence dimension of general health was by three, Vertical Trust by three, Perceived Job Mobility by three, Turnover Intention by one, Organizational Productivity by two, Resource Acquisition related Organizational Effectiveness by one, Perceived Overall Organizational Effectiveness by three, Human Resource Acquisition related Organizational Effectiveness by one, and Organizational Productivity by one dimension of EI respectively. The results showed that the construct of emotional intelligence may be taken as meaningfully related to the organizationally relevant outcome variables.

*Question 6. Does emotional intelligence, as potential for success; influence the self-management perceptions and practices and impression management both?*

Table 62

*Summary of Multiple Regression Analysis with the Dimensions of Emotional Intelligence (EI) Predicting the Self-Performance Perception Dimension of Self-Management*

<i>Variable: EI</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>RA</i>	.53	.12	.28	4.45	.01	.11
<i>CPR</i>	.32	.11	.19	3.05	.01	.13
<i>Constant</i>	18.04	2.04		8.84	.01	
Overall $F_{(2, 247)} = 21.24, p \leq .01$						

Note: RA= Reality Awareness, CPR= Controlled Problem Solving

The results of Multiple Regression Analysis (MRA) from Table 62 with the dimension of self-management perceptions and practices called Self-Performance Perception as the criterion and Emotional Intelligence as predictor showed that overall regression was significant ( $F_{(2, 247)} = 21.24, p < .01$ ). Out of the 5 predictor variables, 2 variables were retained into the regression equation that explained 13 percent of variance in total ( $Adjusted R^2 = .13$ ). Both the variables of Emotional Intelligence, namely Reality Awareness and Controlled Problem Solving were found to be the positive predictors of the dimension of self-management perceptions and practices called Self-Performance Perception.

Table 63

*Summary of Multiple Regression Analysis with the Dimensions of Emotional Intelligence (EI) Predicting the Planning Practice Dimension of Self-Management*

<i>Variable: EI</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>APSC</i>	.22	.07	.20	3.22	.00	.04
<i>Constant</i>	8.17	1.19		6.81	.00	
Overall $F_{(1, 248)} = 10.40, p \leq .01$						

Note: APSC= Assertiveness and Positive Self Concept

The results of Multiple Regression Analysis (MRA) from Table 63 with the dimension of self-management perceptions and practices called Planning Practice on as the criterion and Emotional Intelligence as predictor showed that overall regression was significant ( $F_{(1, 248)} = 10.40, p < .01$ ). Out of the 5 predictor variables, 1 variable

was retained into the regression equation that explained 4 percent of variance in total (*Adjusted R*<sup>2</sup> = .04). The variable of Emotional Intelligence, namely Assertiveness and Positive Self Concept was found to be the positive predictor of the dimension of self-management perceptions and practices called Planning Practice.

Table 64

*Summary of Multiple Regression Analysis with the Dimensions of Emotional Intelligence (EI) Predicting the Self Efficacy Dimension of Self-Management*

<i>Variable: EI</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R</i> <sup>2</sup>
<i>Dimensions</i>						
<i>RA</i>	.46	.13	.22	3.50	.00	.04
<i>Constant</i>	21.85	2.07		10.55	.00	
Overall $F_{(1, 248)} = 12.27, p \leq .01$						

Note: RA= Reality Awareness

The results of Multiple Regression Analysis (MRA) from Table 64 with the dimension of self-management perceptions and practices called Self-Efficacy Perception on as the criterion and Emotional Intelligence as predictor showed that overall regression was significant ( $F_{(1,248)} = 12.27, p < .01$ ). Out of the 5 predictor variables, 1 variable was retained into the regression equation that explained 4 percent of variance in total (*Adjusted R*<sup>2</sup> = .04). The variable of Emotional Intelligence, namely Reality Awareness was found to be the positive predictor of the dimension of self-management perceptions and practices called Self-Efficacy Perception.

Table 65

*Summary of Multiple Regression Analysis with the Dimensions of Emotional Intelligence (EI) Predicting the Access and Catch up Practices Dimension of Self-Management*

<i>Variable: EI</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R</i> <sup>2</sup>
<i>Dimensions</i>						
<i>APSC</i>	-.22	.08	-.18	-2.86	.01	.03
<i>Constant</i>	17.25	1.32		13.02	.01	
Overall $F_{(1, 248)} = 8.29, p \leq .01$						

Note: APSC= Assertiveness and Positive Self Concept

The results of Multiple Regression Analysis (MRA) from Table 65 with the dimension of self-management perceptions and practices called Access and Catch up Practices as the criterion and Emotional Intelligence as predictor showed that overall regression was significant ( $F_{(1,248)} = 8.29, p < .01$ ). Out of the 5 predictor variables, 1 variable was retained into the regression equation that explained 3 percent of variance in total ( $Adjusted R^2 = .03$ ). The variable of Emotional Intelligence, namely Assertiveness and Positive Self Concept was found to be the negative predictor of the dimension of self-management perceptions and practices called Access and Catch up Practice.

Table 66

*Summary of Multiple Regression Analysis with the Dimensions of Emotional Intelligence (EI) Predicting the Supervisory Performance Feedback Perception Dimension of Self-Management*

<i>Variable: EI</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>RA</i>	.10	.04	.14	2.34	.05	.02
<i>Constant</i>	5.18	.70		7.38	.00	
Overall $F_{(1,248)} = 5.48, p \leq .01$						

*Note:* RA= Reality Awareness

The results of Multiple Regression Analysis (MRA) from Table 66 with the dimension of self-management perceptions and practices called Supervisory Performance Feedback Perception as the criterion and Emotional Intelligence as predictor showed that overall regression was significant ( $F_{(1,248)} = 5.48, p < .01$ ). Out of the 5 predictor variables, 1 variable was retained into the regression equation that explained 2 percent of variance in total ( $Adjusted R^2 = .02$ ). The variable of Emotional Intelligence, namely Reality Awareness was found to be the positive predictor of the dimension of self-management perceptions and practices called Supervisory Performance Feedback Perception.

Table 67

*Summary of Multiple Regression Analysis with the Dimensions of Emotional Intelligence (EI) Predicting the Emotion Management Practice Dimension of Self-Management*

<i>Variable:EI</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>CPS</i>	.28	.06	.21	3.38	.01	.07
<i>RA</i>	.19	.08	.16	2.45	.01	.09
<i>Constant</i>	11.97	1.32		9.05	.01	
Overall <i>F</i> (2, 247) = 12.56, <i>p</i> ≤ .01						

*Note:* CPR= Controlled Problem Solving, RA= Reality Awareness

The results of Multiple Regression Analysis (MRA) from Table 67 with the dimension of self-management perceptions and practices called Emotion Management Practice as the criterion and Emotional Intelligence as predictor showed that overall regression was significant (*F* (2,247) = 12.56, *p* < .01). Out of the 5 predictor variables, 2 variables were retained into the regression equation that explained 9 percent of variance in total (*Adjusted R<sup>2</sup>* = .9). Both the variables of Emotional Intelligence, namely Controlled Problem Solving and Reality Awareness were found to be the positive predictors of the dimension of self-management perceptions and practices called Emotion Management Practice.

Table 68

*Summary of Multiple Regression Analysis with the Dimensions of Emotional Intelligence (EI) Predicting the Self-Knowledge of Performance Dimension of Self-Management*

<i>Variable: EI</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>CPS</i>	.24	.09	.18	2.65	.01	.05
<i>PAL</i>	.15	.07	.14	2.17	.01	.07
<i>Constant</i>	15.24	1.47		10.35	.00	
Overall <i>F</i> (2, 247) = 10.21, <i>p</i> ≤ .01						

*Note:* CPR= Controlled Problem Solving, PAL= Positive Attitude about Life/Others

The results of Multiple Regression Analysis (MRA) from Table 68 with the dimension of self-management perceptions and practices called Self-Knowledge of

Performance as the criterion and Emotional Intelligence as predictor showed that overall regression was significant ( $F_{(2,247)} = 10.21, p < .01$ ). Out of the 5 predictor variables, 2 variables were retained into the regression equation that explained 7 percent of variance in total ( $Adjusted R^2 = .07$ ). Both the variables of Emotional Intelligence, namely Controlled Problem Solving and Positive Attitude about Life were found to be the positive predictors of the dimension of self-management perceptions and practices called Self-Knowledge of Performance.

Table 69

*Summary of Multiple Regression Analysis with the Dimensions of Emotional Intelligence (EI) Predicting the Job Specific Impression Management Dimension of Impression Management*

<i>Variable: EI</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>PAL</i>	-.26	.05	-.33	-5.25	.01	.07
<i>RA</i>	.22	.07	.19	3.00	.01	.10
<i>Constant</i>	11.32	1.25		9.01	.01	
Overall $F_{(2, 247)} = 14.81, p \leq .01$						

*Note:* PAL= Positive Attitude about Life, RA= Reality Awareness

The results of Multiple Regression Analysis (MRA) from Table 69 with the dimension of impression management called Job specific Impression Management as the criterion and Emotional Intelligence as predictor showed that overall regression was significant ( $F_{(2,247)} = 14.81, p < .01$ ). Out of the 5 predictor variables, 2 variables were retained into the regression equation that explained 10 percent of variance in total ( $Adjusted R^2 = .10$ ). Out of 2 predictor variables of Emotional Intelligence, Positive Attitude about Life was found to be negative predictor where as Reality Awareness was found the positive predictor of the dimension of Impression Management called Job Specific Impression Management.



Table 70

*Summary of Multiple Regression Analysis with the Dimensions of Emotional Intelligence (EI) Predicting the Supervisory Focused Impression Management Dimension of Impression Management*

<i>Variable:EI</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>PAL</i>	-.32	.08	-.26	-4.03	.01	.04
<i>RA</i>	.24	.11	.14	2.12	.05	.06
<i>Constant</i>	18.20	1.95		9.33	.01	
Overall <i>F</i> (2, 247) = , <i>p</i> ≤ .01						

*Note:* PAL= Positive Attitude about Life, RA= Reality Awareness

The results of Multiple Regression Analysis (MRA) from Table 70 with the dimension of impression management called Supervisory Focused Impression Management as the criterion and Emotional Intelligence as predictor showed that overall regression was significant (*F* (2,247) = , *p* < .01). Out of the 5 predictor variables, 2 variables were retained into the regression equation that explained 6 percent of variance in total (*Adjusted R<sup>2</sup>* = .06). Out of 2 predictor variables of Emotional Intelligence, Positive Attitude about Life was found to be negative predictor where as Reality Awareness was found to be the positive predictor of the dimension of Impression Management called Supervisory Focused Impression Management.

Table 71

*Summary of Multiple Regression Analysis with the Dimensions of Emotional Intelligence (EI) Predicting the Self-Focused Impression Management Dimension of Impression Management*

<i>Variable: EI</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>CPS</i>	.12	.04	.21	2.99	.01	.02
<i>PAL</i>	-.06	.03	-.14	-2.00	.05	.03
<i>Constant</i>	6.30	.66		9.43	.01	
Overall <i>F</i> (2, 247) = 4.79 , <i>p</i> ≤ .01						

*Note:* CPR= Controlled Problem Solving, PAL= Positive Attitude about Life

The results of Multiple Regression Analysis (MRA) from Table 71 with the dimension of impression management called Self-Focused Impression Management as the criterion and Emotional Intelligence as predictor showed that overall regression was significant ( $F_{(2,247)} = 4.79, p < .01$ ). Out of the 5 predictor variables, 2 variables were retained into the regression equation that explained 3 percent of variance in total ( $Adjusted R^2 = .03$ ). Out of 2 predictor variables of Emotional Intelligence, Controlled Problem Solving was found to be positive predictor where as Positive Attitude about Life was found to be the negative predictor of the dimension of Impression Management called Self-Focused Impression Management.

*Question 7. Is emotional intelligence a powerful tool/ weapon, so as it will moderate the relationship between self-management perceptions and practices, and organizational citizenship behavior and in-role behavior?*

It was found in the previous question that self-management perceptions and practices is better predictor of IRB and OCB than impression management. It was also conjectured that the relationship would be moderated by the variable of Emotional Intelligence (EI). The relationship was seen between the self-management perceptions and practices and OCB, and IRB, and moderating effect of EI using all the dimensions. The MMRA was used for the purpose. This would have generated Seven Hundred and Seventy MMRA results table in total. However, only thirty-one were turned out to be significant. They are described below.

Table 72

*Summary of Moderator Multiple Regression Analysis Results for Positive Attitude about Life (PAL) the dimension of Emotional Intelligence as Moderator of the Relationship between Self-Performance Perception (SPPc) Dimension of Self-Management as the Predictor and Emotional Support Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SPPc</i>	.56	.15	1.03	3.79	.01	.23
<i>PAL</i>	.68	.24	.96	2.83	.01	.28
<i>SPPc*PAL</i>	-.02	.01	-1.02	-2.19	.01	.30
<i>Constant</i>	-4.27	4.61		-.926	.35	
Overall $F_{(3, 246)} = 34.84, p \leq .01$						

The results pertaining to Table 72 shows the relationship between the first factor of self-management perceptions and practices called Self-Performance Perception, the first factor of OCB called Emotional Support, as moderated by the third factor of EI called Positive Attitude about Life. The result showed that overall regression was significant ( $F_{(3, 246)} = 34.84, p \leq .01$ ). Self-Performance Perception was a positive predictor of Emotional Support, and Positive Attitude about Life, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship negative.

Table 73

*Summary of Moderator Multiple Regression Analysis Results for Reality Awareness (RA) the dimension of Emotional Intelligence as Moderator of the Relationship between Self-Performance Perception (SPPc) Dimension of Self-Management as the Predictor and Emotional Support Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SPPc</i>	.86	.16	1.59	5.35	.01	.23
<i>RA</i>	1.57	.32	1.51	4.80	.01	.29
<i>SPPc*RA</i>	-.04	.01	-2.01	-4.07	.01	.33
<i>Constant</i>	-14.90	5.07		-2.94	.01	
Overall $F_{(3, 246)} = 41.41, p \leq .01$						

The results pertaining to Table 73 shows the relationship between the first factor of self-management perceptions and practices called Self-Performance Perception, the first factor of OCB called Emotional Support, as moderated by the fourth factor of EI called Reality Awareness. The result showed that overall regression was significant ( $F_{(3,246)} = 41.41, p \leq .01$ ). Self-Performance Perception was a positive predictor of Emotional Support, and Reality Awareness, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship negative.

Table 74

*Summary of Moderator Multiple Regression Analysis Results for Controlled Problem Solving (CPS) the dimension of Emotional Intelligence as Moderator of the Relationship between Self-Performance Perception (SPPc) Dimension of Self-Management as the Predictor and Emotional Support Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SPPc</i>	.73	.15	1.35	4.71	.01	.23
<i>CPS</i>	1.20	.30	1.25	3.66	.01	.25
<i>SPPc*CPS</i>	-.03	.00	-1.61	-3.24	.01	.28
<i>Constant</i>	-8.75	3.80		-1.81	.76	
Overall $F_{(3, 246)} = 33.38, p \leq .01$						

The results pertaining to Table 74 shows the relationship between the first factor of self-management perceptions and practices called Self-Performance Perception, the first factor of OCB called Emotional Support, as moderated by the fifth factor of EI called Controlled Problem Solving. The result showed that overall regression was significant ( $F_{(3,246)} = 33.38, p \leq .01$ ). Self-Performance Perception was a positive predictor of Emotional Support, and Controlled Problem Solving, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship negative.

Table 75

*Summary of Moderator Multiple Regression Analysis Results for of Positive Attitude about Life (PAL) Dimension of Emotional Intelligence as Moderator of the Relationship between Emotion Management Practice (EMPr) Dimension of Self-Management as the predictor and Emotional Support Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<b><i>Dimensions</i></b>						
<b><i>EMPr</i></b>	.99	.26	1.15	3.87	.01	.22
<b><i>PAL</i></b>	.77	.25	1.08	3.07	.01	.26
<b><i>EMPr*PAL</i></b>	-.03	.01	-1.23	-2.45	.01	.28
<b><i>Constant</i></b>	-4.98	4.70		-1.05	.29	
Overall $F_{(3, 246)} = 32.78, p \leq .01$						

The results pertaining to Table 75 shows the relationship between the sixth factor of self-management perceptions and practices called Emotion Management Practice, the first factor of OCB called Emotional Support, as moderated by the third factor of EI called Positive Attitude about Life. The result showed that overall regression was significant ( $F_{(3, 246)} = 32.78, p \leq .01$ ). Emotion Management Practice was a positive predictor of Emotional Support, and Positive Attitude about Life dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship negative.

Table 76

*Summary of Moderator Multiple Regression Analysis Results for Reality Awareness (RA) Dimension of Emotional Intelligence as Moderator of the Relationship between Emotion Management Practice (EMPr) Dimension of Self-Management as the Predictor and Emotional Support Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>EMPr</i>	1.22	.24	1.42	5.00	.01	.22
<i>RA</i>	1.37	.29	1.32	4.60	.01	.29
<i>EMPr*RA</i>	-.05	.01	-1.61	-3.64	.01	.33
<i>Constant</i>	-11.22	4.56		-2.46	.01	
Overall $F_{(3, 246)} = 41.99, p \leq .01$						

The results pertaining to Table 76 shows the relationship between the sixth factor of self-management perceptions and practices called Emotion Management Practice and the first factor of OCB called Emotional Support, as moderated by the fourth factor of EI called Reality Awareness. The result showed that overall regression was significant ( $F_{(3,246)} = 41.99, p \leq .01$ ). Emotion Management Practice was a positive predictor of Emotional Support, and Reality Awareness, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship negative.

Table 77

*Summary of Moderator Multiple Regression Analysis Results for Positive Attitude about Life (PAL) Dimension of Emotional Intelligence as Moderator of the Relationship between Emotion Management Practice (EMPr) Dimension of Self-Management as the Predictor and Concern for Organizational Resources Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>P</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>EMPr</i>	.84	.32	.83	2.62	.01	.04
<i>PAL</i>	.97	.31	1.16	3.08	.01	.15
<i>EMPr*PAL</i>	-.03	.01	-1.18	-2.21	.03	.16
<i>Constant</i>	.31	5.90		.05	.96	
Overall $F_{(3, 246)} = 17.04, p \leq .01$						

The results pertaining to Table 77 shows the relationship between the sixth factor of self-management perceptions and practices called Emotion Management Practice, the second factor of OCB called Concern for Organizational Resources, as moderated by the third factor of EI called Positive Attitude about Life. The result showed that overall regression was significant ( $F_{(3,246)} = 17.04, p \leq .01$ ). Emotion Management Practice was a positive predictor of Concern for Organizational Resources, and Positive Attitude about Life, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship negative.



Table 78

*Summary of Moderator Multiple Regression Analysis Results for Assertiveness and Positive-Self Concept (APSC) Dimension of Emotional Intelligence as Moderator of the Relationship between Self-Performance Perception (SPPc) Dimension of Self-Management as the Predictor and Organization Pride Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SPPc</i>	.60	.19	.91	3.15	.01	.15
<i>APSC</i>	.76	.31	.87	2.40	.02	.18
<i>SPPc*APSC</i>	-.01	.00	-.97	-1.94	.05	.19
<i>Constant</i>	-1.86	6.00		-.31	.76	
Overall $F_{(3, 246)} = 20.18, p \leq .01$						

The results pertaining to Table 78 shows the relationship between the first factor of self-management perceptions and practices called Self-Performance Perception, the fourth factor of OCB called Organizational Pride, as moderated by the first factor of EI called Assertiveness and Positive Self Concept. The result showed that overall regression was significant ( $F_{(3,246)} = 20.18, p \leq .01$ ). Self-Performance Perception was a positive predictor of Organizational Pride, and Assertiveness and Positive Self-Concept, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship negative.

Table 79

*Summary of Moderator Multiple Regression Analysis Results for Reality Awareness (RA) Dimension of Emotional Intelligence as Moderator of the Relationship between Self-Performance Perception (SPPc) Dimension of Self-Management as the Predictor and Organization Pride Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SPPc</i>	.77	.22	1.17	3.59	.01	.15
<i>RA</i>	1.30	.44	1.03	2.97	.01	.17
<i>SPPc*RA</i>	-.04	.01	-1.41	-2.58	.01	.19
<i>Constant</i>	-7.29	6.79		-1.07	.28	
Overall $F_{(3, 246)} = 20.03, p \leq .01$						

The results pertaining to Table 79 shows the relationship between the first factor of self-management perceptions and practices called Self-Performance Perception, the fourth factor of OCB called Organizational pride, as moderated by the fourth factor of EI called Reality Awareness. The result showed that overall regression was significant ( $F_{(3,246)} = 20.03, p \leq .01$ ). Self-Performance Perception was a positive predictor of Organizational Pride, and Reality Awareness, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship negative.

Table 80  
*Summary of Moderator Multiple Regression Analysis Results for Reality Awareness (RA) Dimension of Emotional Intelligence as Moderator of the Relationship between Self-Efficacy Perception (SEPC) as the Predictor Dimension of Self-Management and Organization Pride Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SEPC</i>	.65	.22	1.07	2.84	.01	.11
<i>RA</i>	1.09	.41	.87	2.65	.01	.15
<i>SEPC*RA</i>	-.04	.02	-1.14	-2.08	.04	.16
<i>Constant</i>	-2.68	6.59		-.41	.68	
Overall $F_{(3, 246)} = 16.63, p \leq .01$						

The results pertaining to Table 80 shows the relationship between the third factor of self-management perceptions and practices called Self-Efficacy Perception, the fourth factor of OCB called Organizational pride, as moderated by the fourth factor of EI called Reality Awareness. The result showed that overall regression was significant ( $F_{(3,246)} = 16.63, p \leq .01$ ). Self-Efficacy Perception was a positive predictor of Organizational Pride, and Reality Awareness, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship negative.

Table 81

*Summary of Moderator Multiple Regression Analysis Results for Assertiveness and Positive-Self Concept (APSC) Dimension of Emotional Intelligence as Moderator of the Relationship between (EMPr) Dimension of Self-Management as the Predictor and Organization Pride Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>EMPr</i>	-.30	.32	-.28	-.92	.36	.13
<i>APSC</i>	-.58	.36	-.56	-1.61	.10	.15
<i>EMPr*APSC</i>	.04	.01	1.03	2.08	.05	.16
<i>Constant</i>	22.66	6.01		3.77	.01	
Overall $F_{(3, 246)} = 17.07, p \leq .01$						

The results pertaining to Table 81 shows the relationship between the sixth factor of self-management perceptions and practices called Emotion Management Practice, the fourth factor of OCB called Organizational Pride, as moderated by the first factor of EI called Assertiveness and Positive self Concept. The result showed that overall regression was significant ( $F_{(3, 246)} = 17.07, p \leq .01$ ). Emotion Management Practice was a negative predictor of Organizational Pride, and Assertiveness and Positive Self Concept, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship positive.

Table 82

*Summary of Moderator Multiple Regression Analysis Results for Impulse Control (IC) Dimension of Emotional Intelligence as Moderator of the Relationship between Access and Catch-up Practice (ACPr) Dimension of Self-Management as Predictor and Work Mindedness Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>B</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>ACPr</i>	.35	.13	.66	2.67	.01	.02
<i>IC</i>	.24	.12	.42	1.96	.05	.01
<i>ACPr*IC</i>	-.01	.00	-.68	-2.16	.03	.03
<i>Constant</i>	7.36	1.84		3.99	.01	
Overall $F_{(3, 246)} = 3.35, p \leq .05$						

The results pertaining to Table 82 shows the relationship between the fourth factor of self-management perceptions and practices called Access and Catch up Practice, the first factor of OCB called Emotional Support, as moderated by the second factor of EI called Impulse Control. The result showed that overall regression was significant ( $F_{(3,246)} = 3.35, p \leq .05$ ). Access and Catch up practice was a positive predictor of Work Mindedness, and Impulse Control, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship negative.

Table 83

*Summary of Moderator Multiple Regression Analysis Results for Controlled Problem Solving (CPS) Dimension of Emotional Intelligence as Moderator of the Relationship between Access and Catch-up Practice (ACPr) Dimension of Self-Management as Predictor and Work Mindedness Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>ACPr</i>	.39	.16	.76	2.49	.01	.01
<i>CPS</i>	.35	.14	.53	2.55	.01	.03
<i>ACPr*CPS</i>	-.03	.02	-.74	-2.05	.05	.04
<i>Constant</i>	5.29	2.22		3.92	.01	
Overall $F_{(3, 246)} = 4.46, p \leq .01$						

The results pertaining to Table 83 shows the relationship between the fourth factor of self-management perceptions and practices called Access and Catch up Practice, the fifth factor of OCB called Work Mindedness, as moderated by the fifth factor of EI called Controlled Problem Solving. The result showed that overall regression was significant ( $F_{(3, 246)} = 4.46, p \leq .01$ ). Access and Catch up Practice was a positive predictor of Work Mindedness, and Controlled Problem Solving, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship negative.

Table 84

*Summary of Moderator Multiple Regression Analysis Results for Positive Attitude about Life (PAL) Dimension of Emotional Intelligence as Moderator of the Relationship between Self-Efficacy Perception (SEPr) Dimension of Self-Management as Predictor and Civic Virtue Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SEPr</i>	.80	.20	1.06	3.94	.01	.15
<i>PAL</i>	.93	.33	.86	2.86	.01	.16
<i>SEPr*PAL</i>	-.03	.01	-1.01	-2.59	.01	.18
<i>Constant</i>	1.65	6.11		2.70	.79	
Overall $F_{(3,246)} = 18.64, p \leq .01$						

The results pertaining to Table 84 shows the relationship between the third factor of self-management perceptions and practices called Self-Efficacy Perception, the sixth factor of OCB called Civic Virtue, as moderated by the third factor of EI called Positive Attitude about Life. The result showed that overall regression was significant ( $F_{(3,246)} = 18.64, p \leq .01$ ). Self-Efficacy Perception was a positive predictor of Civic Virtue, and Positive Attitude about Life, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship negative.

Table 85

*Summary of Moderator Multiple Regression Analysis Results for Positive Attitude about Life (PAL) Dimension of Emotional Intelligence as Moderator of the Relationship between Self-Performance Perception (SPPc) Dimension of Self-Management as Predictor and Social and Functional Participation Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SPPc</i>	.76	.22	.97	3.38	.01	.16
<i>PAL</i>	1.01	.37	.98	2.75	.01	.20
<i>SPPc*PAL</i>	-.02	.01	-1.05	-2.15	.01	.22
<i>Constant</i>	-5.90	7.02		-.84	.40	
Overall $F_{(3, 246)} = 23.66, p \leq .01$						

The results pertaining to Table 85 shows the relationship between the first factor of self-management perceptions and practices called Self-Performance Perception, the seventh factor of OCB called Social functional Participation, as moderated by the third factor of EI called Positive Attitude about Life. The result showed that overall regression was significant ( $F_{(3,246)} = 23.66, p \leq .01$ ). Self-Performance Perception was a positive predictor of Social and Functional Participation, and Positive Attitude about Life, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship negative.



Table 86

*Summary of Moderator Multiple Regression Analysis Results for Positive Attitude about Life (PAL) Dimension of Emotional Intelligence as Moderator of the Relationship between Emotion Management Practice (EMPr) Dimension of Self-Management as Predictor and Social and Functional Participation Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>EMPr</i>	-.48	.32	-.39	-1.50	.13	.18
<i>PAL</i>	-1.25	.43	-1.09	-2.86	.01	.19
<i>EMPr*PAL</i>	.07	.02	1.57	3.18	.01	.22
<i>Constant</i>	29.51	6.03		4.89	.01	
Overall $F_{(3, 246)} = 24.24, p \leq .01$						

The results pertaining to Table 86 shows the relationship between the sixth factor of self-management perceptions and practices called Emotion Management Practice, the seventh factor of OCB called Social functional Participation, as moderated by the third factor of EI called Positive Attitude about Life. The result showed that overall regression was significant ( $F_{(3,246)} = 24.24, p \leq .01$ ). Emotion Management Practice was a negative predictor of Social and Functional Participation, and Positive Attitude about Life, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship positive.

Table 87

*Summary of Moderator Multiple Regression Analysis Results for Assertiveness and Positive Self Concept (APSC) Dimension of Emotional Intelligence as Moderator of the Relationship between Planning Practice (PPr) Dimension of Self-Management as Predictor and Altruism Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>PPr</i>	-.79	.28	-1.07	-2.87	.01	.02
<i>APSC</i>	-.31	.19	-.37	-1.65	.10	.04
<i>PPr*APSC</i>	.04	.02	1.13	2.42	.05	.06
<i>Constant</i>	21.75	3.20		6.79	.01	
Overall $F_{(3, 246)} = 5.88, p \leq .01$						

The results pertaining to Table 87 shows the relationship between the second factor of self-management perceptions and practices called Planning Practice, the eighth factor of OCB called Altruism, as moderated by first factor of EI called the Assertiveness and Positive Self Concept. The result showed that overall regression was significant ( $F_{(3,246)} = 5.88, p \leq .01$ ). Planning Practice was a negative predictor of Altruism, and Assertiveness and Positive Self -Concept, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship positive.

Table 88

*Summary of Moderator Multiple Regression Analysis Results for Impulse Control (IC) Dimension of Emotional Intelligence as Moderator of the Relationship between Planning Practice (PPr) Dimension of Self-Management as Predictor and Altruism Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>PPr</i>	-.47	.18	-.62	-2.48	.01	.02
<i>IC</i>	-.29	.16	-.39	-.1.83	.07	.02
<i>PPr*IC</i>	.02	.02	.64	1.95	.05	.03
<i>Constant</i>	20.39	2.35		8.66		
Overall $F_{(3, 246)} = 3.21, p \leq .01$						

The results pertaining to Table 88 shows the relationship between the second factor of self-management perceptions and practices called Planning Practice, the eighth factor of OCB called Altruism, as moderated by second factor of EI called the Impulse Control. The result showed that overall regression was significant ( $F_{(3,246)} = 3.21, p \leq .01$ ). Planning Practice was a negative predictor of Altruism, and impulse Control, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship positive.

Table 89

*Summary of Moderator Multiple Regression Analysis Results for Positive Attitude about Life (PAL) Dimension of Emotional Intelligence as Moderator of the Relationship between Planning Practice (PPr) Dimension of Self-Management as Predictor and Altruism Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>PPr</i>	-.61	.23	-.82	-2.64	.01	.02
<i>PAL</i>	-.28	.15	-.40	-1.88	.06	.02
<i>PPr*PAL</i>	.02	.02	.85	2.19	.03	.03
<i>Constant</i>	21.60	2.88		7.50	.01	
Overall $F(3, 246) = 3.72, p \leq .01$						

The results pertaining to Table 89 shows the relationship between the second factor of self-management perceptions and practices called Planning Practice, the eighth factor of OCB called Altruism, as moderated by third factor of EI called the Positive Attitude about Life. The result showed that overall regression was significant ( $F_{(3,246)} = 3.72, p \leq .01$ ). Planning Practice was a negative predictor of Altruism, and Positive Attitude about Life, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship positive.

Table 90

*Summary of Moderator Multiple Regression Analysis Results for Reality Awareness (RA) Dimension of Emotional Intelligence as Moderator of the Relationship between Planning Practice (PPr) Dimension of Self-Management as Predictor and Altruism Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>PPr</i>	-.76	.29	-1.03	-2.61	.01	.02
<i>RA</i>	-.22	.22	-.23	-1.03	.30	.08
<i>PPr*RA</i>	.03	.01	1.02	2.22	.05	.09
<i>Constant</i>	20.09	3.6		5.54	.01	
Overall $F_{(3, 246)} = 9.43, p \leq .01$						

The results pertaining to Table 90 shows the relationship between the second factor of self-management perceptions and practices called Planning Practice, the eighth factor of OCB called Altruism, as moderated by fourth factor of EI called the Reality Awareness. The result showed that overall regression was significant ( $F_{(3,246)} = 9.43, p \leq .01$ ). Planning Practice was a negative predictor of Altruism, and Reality Awareness dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship positive.

Table 91

*Summary of Moderator Multiple Regression Analysis Results for Controlled Problem Solving (CPS) Dimension of Emotional Intelligence as Moderator of the Relationship between Planning Practice (PPr) Dimension of Self-Management as Predictor and Altruism Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>PPr</i>	-.65	.26	-.88	-2.51	.01	.02
<i>CPS</i>	-.36	.19	-.41	-1.83	.07	.02
<i>PPr*CPS</i>	.03	.02	.89	2.12	.05	.04
<i>Constant</i>	2.93	3.13		6.99	.01	
Overall $F_{(3, 246)} = 3.64, p \leq .01$						

The results pertaining to Table 91 shows the relationship between the second factor of self-management perceptions and practices called Planning Practice, the eighth factor of OCB called Altruism, as moderated by fifth factor of EI called the Controlled Problem Solving. The result showed that overall regression was significant ( $F_{(3,246)} = 3.64, p \leq .01$ ). Planning Practice was a negative predictor of Altruism, and Controlled Problem Solving, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship positive.

Table 92

*Summary of Moderator Multiple Regression Analysis Results for Controlled Problem Solving (CPS) Dimension of Emotional Intelligence as Moderator of the Relationship between Access and Catch-up Practice (ACPr) Dimension of Self-Management as Predictor and Sportsman Spirit Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	<i>β</i>	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>ACPr</i>	-.61	.23	-.75	-2.55	.01	.04
<i>CPS</i>	-.19	.22	-.18	-.92	.36	.07
<i>ACPr*CPS</i>	.02	.92	.67	1.91	.05	.08
<i>Constant</i>	20.62	3.34		6.18	.01	
Overall <i>F</i> <sub>(3, 246)</sub> = 8.11, <i>p</i> ≤ .01						

The results pertaining to Table 92 shows the relationship between the fourth factor of self-management perceptions and practices called Access and Catch up Practice, the ninth factor of OCB called Sportsman Spirit, as moderated by first factor of EI called the Controlled Problem Solving. The result showed that overall regression was significant (*F* <sub>(3,246)</sub> = 8.81, *p* ≤ .01). Access and Catch up Practice was a negative predictor of Sportsman Spirit, and Controlled Problem Solving, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship positive.

Table 93

*Summary of Moderator Multiple Regression Analysis Results for Positive Attitude about Life (PAL) Dimension of Emotional Intelligence as Moderator of the Relationship between Self-Performance Perception (SPPc) Dimension of Self-Management as Predictor and Individual Initiative Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SPPc</i>	.66	.28	.96	3.19	.01	.09
<i>PAL</i>	.77	.37	1.00	2.66	.01	.11
<i>SPPc*PAL</i>	-.05	.02	-1.18	-.2.28	.02	.12
<i>Constant</i>	-24.65	5.17		-.11	.92	
Overall $F_{(3, 246)} = 13.26, p \leq .01$						

The results pertaining to Table 93 shows the relationship between the first factor of self-management perceptions and practices called Self-Performance Perception, the tenth factor of OCB called Individual Initiative, as moderated by third factor of EI called the Positive Attitude about Life. The result showed that overall regression was significant ( $F_{(3, 246)} = 13.36, p \leq .01$ ). Self -Performance Perception was a positive predictor of Individual Initiative, and Positive Attitude about Life, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship negative.



Table 94

*Summary of Moderator Multiple Regression Analysis Results for Reality Awareness (RA) Dimension of Emotional Intelligence as Moderator of the Relationship between Self-Performance Perception (SPPc) Dimension of Self-Management as Predictor and Individual Initiative Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SPPc</i>	.50	.15	.86	2.56	.01	.09
<i>RA</i>	1.02	.24	.91	2.56	.01	.14
<i>SPPc*RA</i>	-.02	.01	-1.06	-1.06	.05	.15
<i>Constant</i>	3.23	4.52		-.13	.89	
Overall $F_{(3, 246)} = 15.98, p \leq .01$						

The results pertaining to Table 94 shows the relationship between the first factor of self-management perceptions and practices called Self-Performance Perception, the tenth factor of OCB called Individual Initiative, as moderated by fourth factor of EI called the Reality Awareness. The result showed that overall regression was significant ( $F_{(3,246)} = 15.98, p \leq .01$ ). Self -Performance Perception was a positive predictor of Individual Initiative, and Reality Awareness, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship negative.

Table 95

*Summary of Moderator Multiple Regression Analysis Results for Impulse Control (IC) Dimension of Emotional Intelligence as Moderator of the Relationship between Self-Efficacy Perception (SEPc) Dimension of Self-Management as Predictor and Individual Initiative Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SEPc</i>	-.47	.21	-.56	-2.23	.03	.00
<i>IC</i>	-.23	.18	-.27	-1.28	.19	.01
<i>SEPc*IC</i>	.02	.01	.65	1.97	.05	.03
<i>Constant</i>	23.37	2.65		8.81	.01	
Overall $F_{(3, 246)} = 3.19, p \leq .01$						

The results pertaining to Table 95 shows the relationship between the third factor of self-management perceptions and practices called Self-Efficacy Perception, the tenth factor of OCB called Individual Initiative, as moderated by second factor of EI called the Impulse Control. The result showed that overall regression was significant ( $F_{(3,246)} = 3.19, p \leq .01$ ). Self-Efficacy Perception was a negative predictor of Individual Initiative, and Impulse Control, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship positive.

Table 96

*Summary of Moderator Multiple Regression Analysis Results for Positive Attitude about Life (PAL) Dimension of Emotional Intelligence as Moderator of the Relationship between Self-Efficacy Perception (SEPC) Dimension of Self-Management as Predictor and Individual Initiative Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SEPC</i>	.45	.15	.85	3.02	.01	.07
<i>PAL</i>	.64	.24	.84	2.70	.01	.09
<i>SEPC*PAL</i>	-.01	.07	-.95	-2.17	.05	.11
<i>Constant</i>	3.23	4.52		.72	.48	
Overall $F_{(3, 246)} = 11.41, p \leq .01$						

The results pertaining to Table 96 shows the relationship between the third factor of self-management perceptions and practices called Self-Efficacy Perception, the tenth factor of OCB called Individual Initiative, as moderated by third factor of EI called the Positive Attitude about Life. The result showed that overall regression was significant ( $F_{(3,246)} = 11.41, p \leq .01$ ). Self-Efficacy Perception was a positive predictor of Individual Initiative, and Positive Attitude about Life, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship negative.

Table 97

*Summary of Moderator Multiple Regression Analysis Results for Controlled Problem Solving (CPS) Dimension of Emotional Intelligence as Moderator of the Relationship between Self-Efficacy Perception (SEPC) Dimension of Self-Management as Predictor and Individual Initiative Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SEPC</i>	.51	.16	.97	3.06	.01	.07
<i>CPS</i>	.96	.33	.97	2.92	.01	.10
<i>SEPC*CPS</i>	-.02	.01	-1.14	-2.34	.05	.13
<i>Constant</i>	.98	5.01		.19	.84	
Overall $F_{(3, 246)} = 12.83, p \leq .01$						

The results pertaining to Table 97 shows the relationship between the third factor of self-management perceptions and practices called Self-Efficacy Perception, the tenth factor of OCB called Individual Initiative, as moderated by fifth factor of EI called the Controlled Problem Solving. The result showed that overall regression was significant ( $F_{(3,246)} = 12.83, p \leq .01$ ). Self-Efficacy Perception was a positive predictor of Individual Initiative, and Controlled Problem Solving, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship negative.

Table 98

*Summary of Moderator Multiple Regression Analysis Results for Reality (RA) Dimension of Emotional Intelligence as Moderator of the Relationship between Emotion Management Practice (EMPr) Dimension of Self-Management as Predictor and Individual Initiative Dimension of Organizational Citizenship Behavior as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>EMPr</i>	1.17	.26	1.42	4.56	.01	.14
<i>RA</i>	1.19	.31	1.21	3.82	.01	.15
<i>EMPr*RA</i>	-.05	.02	-1.71	-3.50	.01	.19
<i>Constant</i>	-6.90	4.80		1.43	.15	
Overall $F_{(3, 246)} = 19.84, p \leq .01$						

The results pertaining to Table 98 shows the relationship between the sixth factor of self-management perceptions and practices called Emotion Management Practice, the tenth factor of OCB called Individual Initiative, as moderated by fourth factor of EI called the Reality Awareness. The result showed that overall regression was significant ( $F_{(3,246)} = 19.84, p \leq .01$ ). Emotion Management Practice was a positive predictor of Individual Initiative, and Reality Awareness, dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship negative.

Table 99

*Summary of Moderator Multiple Regression Analysis Results for Assertiveness and Positive Self Concept (APSC) the dimension of Emotional Intelligence as Moderator of the Relationship between Supervisory Performance Feedback Perception (SPFPc) Dimension of Self-Management as the Predictor and Job Efficacy Dimension of In-Role Behavior/ In-role Behavior (IRB) as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SPFPc</i>	3.56	.95	1.30	3.76	.01	.08
<i>APSC</i>	1.49	.38	.94	3.89	.01	.14
<i>SPFPc*APSC</i>	-.16	.05	-1.26	-2.96	.01	.17
<i>Constant</i>	3.53	6.65		.53	.59	
Overall $F_{(3,246)} = 17.49, p \leq .01$						

The results pertaining to Table 99 shows the relationship between the fifth factor of self-management perceptions and practices called Supervisory Performance Feedback Perception, the first factor of IRB called Job Efficacy, as moderated by first factor of EI called the Assertiveness and Positive Self Concept. The result showed that overall regression was significant ( $F_{(3,246)} = 17.49, p \leq .01$ ). Supervisory Performance Feedback Perception was a positive predictor of Job Efficacy, and, Assertiveness and Positive Self Concept dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship negative.

Table 100

*Summary of Moderator Multiple Regression Analysis Results for Positive Attitude about Life (PAL) the dimension of Emotional Intelligence as Moderator of the Relationship between Supervisory Performance Feedback Perception (SPFPc) Dimension of Self-Management as the Predictor and Job Efficacy Dimension of In-Role Behavior/ In-role Behavior (IRB) as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SPFPc</i>	3.18	.86	1.16	3.68	.01	.08
<i>PAL</i>	1.09	.31	.83	3.48	.01	.11
<i>SPFPc*PAL</i>	-.12	.04	-1.10	-2.80	.01	.14
<i>Constant</i>	8.03	6.11		1.31	.19	
Overall $F_{(3, 246)} = 14.18, p \leq .01$						

The results pertaining to Table 100 shows the relationship between the fifth factor of self-management perceptions and practices called Supervisory Performance Feedback Perception, the first factor of IRB called Job Efficacy, as moderated by third factor of EI called the Positive Attitude about Life. The result showed that overall regression was significant ( $F_{(3,246)} = 14.18, p \leq .01$ ). Supervisory Performance Feedback Perception was a positive predictor of Job Efficacy, and, Positive Attitude about Life dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship negative.

Table 101

*Summary of Moderator Multiple Regression Analysis Results for Reality Awareness (RA) the dimension of Emotional Intelligence as Moderator of the Relationship between Emotion Management Practice (EMPr) the Dimension of Self-Management as the Predictor and Job Sincerity Dimension of In-Role Behavior In-role Behavior (IRB) as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>P</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>EMPr</i>	.51	.14	1.15	3.71	.01	.15
<i>RA</i>	.51	.16	.98	3.10	.01	.18
<i>EMPr*RA</i>	-.02	.00	-1.26	-2.60	.01	.20
<i>Constant</i>	-2.55	2.55		-.99	.31	
Overall $F_{(3, 246)} = 21.35, p \leq .01$						

The results pertaining to Table 101 shows the relationship between the sixth factor of self-management perceptions and practices called Emotion Management Practice, the second factor of IRB called Job Sincerity, as moderated by fourth factor of EI called the Reality Awareness. The result showed that overall regression was significant ( $F_{(3,246)} = 21.35, p \leq .01$ ). Emotion Management Practice was a positive predictor of Job Sincerity, and Reality Awareness dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship negative.



Table 102

*Summary of Moderator Multiple Regression Analysis Results for Positive Attitude about Life (PAL) the dimension of Emotional Intelligence as Moderator of the Relationship between Self-Knowledge of Performance (SKP) Dimension of Self-Management as the Predictor and Job Sincerity Dimension of In-Role Behavior/ In-role Behavior (IRB) as the Criterion*

<i>Variables</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SKP</i>	.35	.12	.99	3.00	.00	.05
<i>PAL</i>	.37	.14	1.00	2.70	.00	.06
<i>SKP*PAL</i>	-.02	.00	-1.33	-2.43	.02	.08
<i>Constant</i>	-.22	2.58		-.08	.92	
Overall $F_{(3, 246)} = 7.85, p \leq .01$						

The results pertaining to Table 102 shows the relationship between the seventh factor of self-management perceptions and practices called Self-Knowledge of Performance, the first factor of IRB called Job Sincerity, as moderated by third factor of EI called the Positive Attitude about Life. The result showed that overall regression was significant ( $F_{(3,246)} = 7.85, p \leq .01$ ). Self-Knowledge of Performance was a positive predictor of Job Sincerity, and, Positive Attitude about Life dimension of EI moderated this relationship in a significant way. However, the moderating effect makes the relationship negative.

*Question 8. Is social power an important variable for organizational dynamics?*

Table 103

*Summary of Multiple Regression Analysis with the Dimensions of Social Power  
Predicting the different Dimensions of Organizationally Relevant Outcome Variables*

No.	Predictor Variables (Dimensions of EI)	Criterion Variables	$\beta$	$t$	$p$ (exact)	Adj. $R^2$
1	Referent Power	Job satisfaction	.22	3.46	.0006	.06
2	Legitimate Power	Job satisfaction	.15	2.32	.0209	.07
3	Information Power	Job satisfaction	-.12	-1.99	.0480	.08
4	Information Power	Career Orientation	.15	2.42	.0164	.05
5	Expert Power	Career Orientation	.19	3.08	.0023	.08
6	Coercive Power	Career Orientation	.14	2.27	.0241	.09
7	Expert Power	Personal Effectiveness	.45	7.56	.0000	.30
8	Referent Power	Personal Effectiveness	.22	3.60	.0004	.34
9	Legitimate Power	Sense of Attachment	-.27	-4.14	.0000	.07
10	Extra-Work Reward Power	Sense of Attachment	-.21	-3.16	.0018	.09
11	Referent Power	Sense of Attachment	.20	3.07	.0024	.12
12	Legitimate Power	Conditional Continuance Commitment	.17	2.65	.0087	.02
13	Extra-Work Reward Power	Normative Commitment	.19	3.00	.0029	.06
14	Referent Power	Normative Commitment	.18	2.86	.0046	.09
15	Expert Power	Reputational Effectiveness	.28	4.54	.0000	.07
16	Expert Power	Sense of Accomplishment and Contribution	.23	3.59	.0004	.11
17	Intra-Work Reward Power	Sense of Accomplishment and Contribution	.32	4.19	.0000	.14
18	Extra-Work Reward Power	Sense of Accomplishment and Contribution	-.21	-3.11	.0021	.17
19	Coercive Power	Botheration Free Existence	-.35	-5.85	.0000	.12
20	Intra-Work Reward Power	Vertical Trust	.15	2.38	.0181	.02
21	Extra-Work Reward Power	Perceived Job Mobility	.28	4.76	.0000	.17
22	Legitimate Power	Perceived Job Mobility	.29	4.92	.0000	.25

23	Information Power	Perceived Job Mobility	.12	2.10	.0364	.26
24	Information Power	Turnover Intention	.28	4.49	.0000	.10
25	Extra-Work Reward Power	Turnover Intention	.17	2.82	.0053	.12
26	Information Power	Organizational Productivity	-.25	-3.98	.0001	.08
27	Coercive Power	Organizational Productivity	-.16	-2.63	.0086	.10
28	Information Power	Profit and Growth Related Organizational Effectiveness	-.24	-3.73	.0002	.03
29	Extra-Work Reward Power	Profit and Growth Related Organizational Effectiveness	.18	2.92	.0038	.06
30	Legitimate Power	Resources Acquisition Related Organizational Effectiveness	.18	2.65	.0085	.04
31	Expert Power	Resources Acquisition Related Organizational Effectiveness	.18	2.66	.0084	.06
32	Information Power	Resources Acquisition Related Organizational Effectiveness	-.13	-2.18	.0301	.07
33	Information Power	Perceived Overall Organizational Effectiveness	-.28	-4.81	.0000	.05
34	Legitimate Power	Perceived Overall Organizational Effectiveness	.20	3.22	.0014	.11
35	Referent Power	Perceived Overall Organizational Effectiveness	.19	3.07	.0023	.14
36	Extra-Work Reward Power	Human Resources Acquisition Related Organizational Effectiveness	.15	2.38	.0179	.02

The results of Multiple Regression Analysis (MRA) with the organizationally relevant outcome variables as the criterion and social power as the predictor showed that the dimensions of social power turned out to be significant predictors of the dimensions of the organizationally relevant individual level and organizational level outcome variables. More specifically, Job Satisfaction was predicted by three dimensions (of Social Power), Career Orientation was by three, Personal

Effectiveness was by two dimensions, Sense of Attachment dimension of organizational commitment by three Conditional Continuance Commitment dimension of organizational commitment by one, Normative Commitment dimension of organizational commitment was by two, Reputational Effectiveness was by one, Sense of Accomplishment and Contribution dimension of general health was by three, Botheration Free Existence dimension of general health was by one, Vertical Trust by one, Perceived Job Mobility by three, Turnover Intention by two, Organizational Productivity by two, Profit and Growth related Organizational Effectiveness by two, Resource Acquisition related Organizational Effectiveness by two, Perceived Overall Organizational Effectiveness by three, Human Resource Acquisition related Organizational Effectiveness by one. The results showed that the construct of emotional intelligence may be taken as meaningfully related to the organizationally relevant outcome variables.

*Question 9. What is the strength of association of ingratiation and impression management, with the different dimensions of social power as the criterion?*

Table 104

*Summary of Multiple Regression Analysis with the Dimensions of Impression Management (IM) Predicting the different Dimensions of Social Power*

No.	Predictor Variables (Dimensions of IM)	Criterion Variables	$\beta$	$t$ (exact)	$p$	Adj $R^2$
1	Self-Focused Impression Management	Intra-Work Reward Power	.17	2.66	.0084	.02
2	Supervisory Focused Impression Management	Coercive Power	.21	3.10	.0021	.02
3	Self-Focused Impression Management	Coercive Power	-.19	-2.79	.0056	.04
4	Job Outcome Credit Focused Impression Management	Coercive Power	.13	2.07	.0390	.05
5	Supervisory Focused Impression Management	Information Power	.12	2.00	.0462	.01
6	Supervisory Focused Impression Management	Extra-Work Reward Power	.21	3.19	.0016	.08
7	Self-Focused Impression Management	Extra-Work Reward Power	.18	2.67	.0082	.11
8	Job Specific Impression Management	Legitimate Power	.18	2.59	.0100	.06
9	Job Outcome Credit Focused Impression Management	Legitimate Power	.15	2.21	.0277	.07
10	Self-Focused Impression Management	Referent Power	.20	3.18	.0017	.05
11	Job Outcome Credit Focused Impression Management	Referent Power	.13	2.07	.0397	.06
12	Job Outcome Credit Focused Impression Management	Expert Power	.22	3.59	.0004	.05

The results of Multiple Regression Analysis (MRA) with the Social Power as the criterion and Impression Management as the predictor showed that the dimensions of Impression Management turned out to be significant predictors of the dimensions of the Social Power. More specifically, Intra-Work Reward Power was predicted by Self-Focused Impression Management dimension (of impression management), Coercive Power was by three dimensions of impression management namely Supervisory Focused Impression Management, Self-Focused Impression Management and Job Outcome Credit Focused Impression Management, Information Power by Supervisory Focused Impression Management dimension (of impression management), Extra-Work Reward Power by Supervisory Focused Impression Management, and Self-Focused Impression Management, Legitimate Power by Job Specific Impression Management, and Job Outcome Credit Focused Impression Management, Referent Power by Self-Focused Impression Management, Job Outcome Credit Impression Management and Expert Power by Job Outcome Credit Focused Impression Management dimension of impression management respectively. The results showed that the construct of Impression Management may be taken as meaningfully related to the concept of Social Power.

Table 105

*Summary of Multiple Regression Analysis with the Dimensions of Ingratiation*

*Predicting the different Dimensions of Social Power*

No.	Predictor Variables (Dimensions of Ingratiation))	Criterion Variables	$\beta$	<i>t</i> (exact)	<i>p</i>	Adj <i>R</i> <sup>2</sup>
1	Other Enhancement and Self Presentation	Intra-Work Reward Power	.39	5.21	.0000	.06
2	Opinion Conformity	Intra-Work Reward Power	-.23	-3.09	.0022	.09
3	Opinion Conformity	Coercive Power	.23	3.79	.0002	.05
4	Favor Rendering	Information Power	.14	2.15	.0326	.01
5	Favor Rendering	Extra-Work Reward Power	.48	6.81	.0000	.15
6	Opinion Conformity	Extra-Work Reward Power	-.15	-2.17	.0307	.16
7	Opinion Conformity	Legitimate Power	.23	3.75	.0002	.05
8	Other Enhancement and Self Presentation	Referent Power	.36	4.78	.0000	.06
9	Opinion Conformity	Referent Power	-.17	-2.19	.0290	.08
10	Other Enhancement and Self Presentation	Expert Power	.34	4.64	.0000	.04
11	Other Enhancement and Opinion Conformity	Expert Power	-.22	-2.96	.0034	.07

The results of Multiple Regression Analysis (MRA) with the Social Power as the criterion and Ingratiation as the predictor showed that the dimensions of Ingratiation turned out to be significant predictors of the dimensions of the Social Power. More specifically, Intra-Work Reward Power was predicted by Other

Enhancement and Self Presentation, and Opinion Conformity dimensions of Ingratiation, Coercive Power was by Opinion Conformity dimension of Ingratiation, Information Power by Favor Rendering dimension of Ingratiation, Extra-Work Reward Power by Favor Rendering and Opinion Conformity, Legitimate Power by Opinion Conformity, Referent Power by Other Enhancement and Self Presentation, and Opinion Conformity, Expert Power by Other Enhancement and Self Presentation and Self Presentation and Other Enhancement and Opinion Conformity dimension of Ingratiation respectively. The results showed that the construct of Ingratiation may be taken as meaningfully related to the concept of Social Power.

*Question 10. What is the strength of association of in-role behavior and organizational citizenship behavior, in that sequence of consideration, with the different dimension of social power as criterion?*

Table 106

*Summary of Hierarchical Multiple Regression Analysis with the Dimensions of In-Role Behavior (IRB) and Organizational Citizenship Behavior (OCB) Predicting the Dimension of Social Power Called Intra-Work Reward Power*

<i>Variable: IRB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>F</i> (2,247)	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>							
<i>JSIN</i>	.15	.13	.08	1.19	.23		
<i>JEFF</i>	.13	.04	.26	3.58	.00	48.72, $p \leq .01$	.28
<i>Variable: OCB</i>						<i>F</i> (13,236)	
<i>Dimension</i>							
<i>SPO</i>	.09	.05	.10	1.81	.07		
<i>CT</i>	.03	.08	.02	.37	.70		
<i>ALT</i>	.01	.06	.02	.31	.75		
<i>WM</i>	.02	.08	.01	.21	.82		
<i>OP</i>	.02	.05	.03	.43	.66		
<i>COR</i>	.01	.05	.01	.25	.79		
<i>INI</i>	-.02	.06	-.02	-.31	.75		
<i>CV</i>	.04	.04	.07	1.10	.27		
<i>GC</i>	-.06	.07	-.06	-.95	.34		
<i>SFP</i>	.05	.05	.08	1.12	.26		
<i>ES</i>	.22	.07	.23	3.12	.00	11.64, $p \leq .01$	.36
<i>Constant</i>	2.42	1.34		1.79	.07		



Note: JSIN= Job Sincerity, JEFF= Job Efficacy, SPO= Sportsman Spirit, CT= Conservation of Time, ALT= Altruism, WM= Work Mindedness, OP= Organizational Pride, COR = Concern for Organizational Resources, INI= Individual Initiative, CV= Civic Virtue, GC= Generalized Compliance, SFP= Social and Functional Participation, ES= Emotional Support

Table 106 shows that both the dimensions of IRB could be retained and the overall regression was significant ( $F_{(2,247)} = 48.72, p \leq .01$ ). The IRB could explain 28 per cent of the variance ( $\text{Adjusted } R^2 = .28$ ) in the Intra-Work Reward Power. However, only one of the two variables, namely Job Efficacy turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. All the 11 dimensions could be retained in the regression equation and the overall regression was significant ( $F_{(13,236)} = 11.64, p \leq .01$ ). The OCB could explain 36 per cent of the variance ( $\text{Adjusted } R^2 = .36$ ) in the Intra-Work Reward Power. However, looking at the individual significance of the variable in the regression equation of OCB only one of the 11 variables, namely Emotional Support was positively significant. Considering the overall results only two of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Intra-Work reward Power. Consequently, it was thought to be proper to redo the HMRA with just significant predictors to get a clearer picture of the strengths of association with criterion variable. Hence, another HMRA was done .

Table 107

*Summary of Hierarchical Multiple Regression Analysis with Job Efficacy the Dimension of In-Role Behavior (IRB) and Emotional Support the Dimension of Organizational Citizenship Behavior (OCB) Predicting the Dimension of Power Called Intra-Work Reward Power*

<b>Variable: IRB and OCB</b>	<b>b</b>	<b>SE b</b>	<b><math>\beta</math></b>	<b>t</b>	<b>p</b>	<b>F (2,247)</b>	<b>Adj. R<sup>2</sup></b>
<b>Dimensions</b>							
<b>JEFF</b>	.17	.03	.34	5.76	.00	92.60, $p \leq .01$	.27
<b>ES</b>	.34	.06	.34	5.76	.00	68.93, $p \leq .01$	.35
<b>Constant</b>	4.59	.96		4.74	.00		

Note: JEFF = Job Efficacy, ES = Emotional Support

Table 107 shows that the IRB dimension called Job Efficacy emerged as a significant predictor ( $F_{(1,248)} = 92.60, p \leq .01$ ) of Intra-Work reward Power and predicted 27 percent of variance (Adjusted  $R^2 = .27$ ). The other variable comprising the next block of the hierarchical regression was that of OCB. The dimension of Emotional Support was turned out to be a significant predictor ( $F_{(2,247)} = 68.93, p \leq .01$ ) and predicted 35 percent variance in Intra-Work Reward Power. The overall HMRA result contained in table 89 and 90 showed that IRB and OCB are important variables for predicting Intra-Work Reward Power. More interestingly just two of the Dimensions called Job Efficacy (belonging to IRB) and Emotional Support (belonging to OCB) emerged as the salient predictors of Intra-Work Reward Power predicting a total of 35 per cent in the criterion.

Table 108

*Summary of Hierarchical Multiple Regression Analysis with the dimension of In-Role Behavior (IRB) and Organizational Citizenship Behavior (OCB) predicting the dimension of Power called Coercive Power*

<i>Variable: IRB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>F</i> (2,247)	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>							
<i>JSIN</i>	.26	.44	.04	.583	.56		
<i>JEFF</i>	-.25	.12	-.16	-1.90	.06	2.46 $p > .01$	.01
<i>Variable: OCB</i>						<i>F</i> (13,236)	
<i>Dimension</i>							
<i>SPO</i>	-.31	.16	-.13	-1.85	.06		
<i>CT</i>	-.24	.28	-.06	-.86	.39		
<i>ALT</i>	.28	.21	.10	1.34	.17		
<i>WM</i>	.01	.26	.00	.05	.95		
<i>OP</i>	.09	.18	.04	.52	.60		
<i>COR</i>	-.20	.18	-.09	-1.16	.24		
<i>INI</i>	-.19	.20	-.07	-.93	.35		
<i>CV</i>	-.31	.15	-.17	-2.03	.04		
<i>GC</i>	-.21	.23	-.07	-.91	.36		
<i>SFP</i>	.29	.16	.15	1.78	.07		
<i>ES</i>	.30	.24	.11	1.22	.22	2.29 $p < .01$	.06
<i>Constant</i>	37.38	4.6		7.99	.00		

Note: JSIN= Job Sincerity, JEFF= Job Efficacy, SPO= Sportsman Spirit, CT= Conservation of Time, ALT= Altruism, WM= Work Mindedness, OP= Organizational Pride, COR = Concern for Organizational Resources, INI= Individual

Initiative, CV= Civic Virtue, GC= generalized Compliance, SFP= Social and Functional Participation, ES= Emotional Support

Table 108 shows that both the dimensions of IRB could be retained and the overall regression was not significant. The next variable added to the hierarchical regression equation was the OCB. All the 11 dimensions could be retained in the regression equation and the overall regression was significant ( $F_{(13,236)} = 2.29, p \leq .01$ ). The OCB could explain 6 per cent of the variance ( $\text{Adjusted } R^2 = .06$ ) in the Coercive Power. However, looking at the individual significance of the variable in the regression equation of OCB only one variable namely Civic Virtue was negatively significant. Considering the overall results only one of the dimensions out of possible 13 dimensions turned out to be significant predictor of the Coercive. Consequently, it was thought to be proper to redo the MRA with just one significant predictor to get a clearer picture of the strengths of association with criterion variable. Hence, MRA was done .

Table 109

*Summary of Multiple Regression Analysis with the Dimension of Organizational Citizenship Behavior called Civic Virtue (CV) Predicting the Dimension of Social Power called Coercive Power*

Variable: OCB	b	SE b	$\beta$	t	p	Adj. $R^2$
<i>Dimensions</i>						
CV	-.26	.11	-.15	-2.37	.02	.02
Constant	28.77	3.06		9.40	.00	
Overall $F_{(1, 248)} = 5.6, p \leq .02$						

The results of Multiple Regression Analysis (MRA) from Table 109 with the dimension of OCB called Civic Virtue as the predictor and Coercive Power dimension of Social power as criterion showed that overall regression was significant ( $F_{(1,248)} = 5.6, p < .02$ ). Only Civic Virtue was retained into the regression equation that explained 2 percent of variance in total ( $\text{Adjusted } R^2 = .02$ ).

Table 110

*Summary of Hierarchical Multiple Regression Analysis with the Dimensions of In-Role Behavior (IRB) and Organizational Citizenship Behavior (OCB) predicting the Dimension of Power called Extra-work Reward Power*

<i>Variable: IRB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>F</i> (2,247)	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>							
<i>JSIN</i>	-.02	.19	-.01	-.12	.90		
<i>JEFF</i>	.06	.05	.10	1.15	.25	7.21 $p < .01$	.05
<i>Variable: OCB</i>						<i>F</i> (13,236)	
<i>Dimensions</i>							
<i>SPO</i>	.07	.07	.07	.98	.32		
<i>CT</i>	-.03	.13	-.02	-.29	.76		
<i>ALT</i>	.09	.09	.07	1.01	.31		
<i>WM</i>	.05	.12	.03	.472	.63		
<i>OP</i>	-.03	.08	-.04	-.48	.63		
<i>COR</i>	-.16	.08	.15	-1.98	.04		
<i>INI</i>	.11	.09	.09	1.18	.23		
<i>CV</i>	.01	.06	.01	.19	.84		
<i>GC</i>	-.09	.10	-.07	-.86	.39		
<i>SFP</i>	.12	.07	.14	1.64	.10		
<i>ES</i>	.09	.11	.07	.85	.39	2.71 $p < .01$	.08
<i>Constant</i>	7.93	2.10		3.77	.00		

Note: JSIN= Job Sincerity, JEFF= Job Efficacy, SPO= Sportsman Spirit, CT= Conservation of Time, ALT= Altruism, WM= Work Mindedness, OP= Organizational Pride, COR = Concern for Organizational Resources, INI= Individual Initiative, CV= Civic Virtue, GC= generalized Compliance, SFP= Social and Functional Participation, ES= Emotional Support

Table 110 shows that both the dimensions of IRB could be retained and the overall regression was significant ( $F_{(2,247)} = 7.21, p \leq .01$ ). The IRB could explain 5 per cent of the variance (Adjusted  $R^2 = .05$ ) in the Extra-Work Reward Power. However, no variable of the two variables turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. All the 11 dimensions could be retained in the regression equation and the overall regression was significant ( $F_{(13,236)} = 2.71, p \leq .01$ ). The OCB could explain 8 per cent of the variance (Adjusted  $R^2 = .08$ ) in the Extra-Work Reward Power. However, looking at the individual significance of the variable in the regression equation of OCB only one

of the 11 variables, namely Concern for Organizational Resources was negatively significant. Considering the overall results only two of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Extra-Work reward Power. Consequently, it was thought to be proper to redo the HMRA with just significant predictors to get a clearer picture of the strengths of association with criterion variable. Hence, another MRA was done. The result of MRA showed that Concern for Organizational Resources was not a significant predictor of Extra-Work Reward Power.

Table 111

*Summary of Hierarchical Multiple Regression Analysis with the Dimensions of In-Role Behavior (IRB) and Organizational Citizenship Behavior (OCB) predicting the dimension of Power called Legitimate Power*

<i>Variable: IRB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>F</i> (2,247)	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>							
<i>JSIN</i>	-.21	.21	-.07	-.98	.32		
<i>JEFF</i>	.27	.06	.37	4.36	.00	13.71 p<.01	.09
<i>Variable: OCB</i>						<i>F</i> (13,236)	
<i>Dimensions</i>							
<i>SPO</i>	-.17	.08	-.15	-2.14	.03		
<i>CT</i>	.03	.14	.01	.23	.81		
<i>ALT</i>	-.03	.10	-.02	-.29	.76		
<i>WM</i>	.22	.12	.12	1.76	.07		
<i>OP</i>	.08	.08	.07	.96	.33		
<i>COR</i>	-.07	.08	-.06	-.86	.38		
<i>INI</i>	.07	.10	.06	.74	.45		
<i>CV</i>	-.01	.07	-.01	-.18	.85		
<i>GC</i>	-.21	.11	-.15	-1.85	.06		
<i>SFP</i>	-.06	.07	-.07	-.85	.39		
<i>ES</i>	.01	.12	.00	.11	.91	3.60 p<.01	.12
<i>Constant</i>	13.17	2.26		5.81	.00		

Note: JSIN= Job Sincerity, JEFF= Job Efficacy, SPO= Sportsman Spirit, CT= Conservation of Time, ALT= Altruism, WM= Work Mindedness, OP= Organizational Pride, COR = Concern for Organizational Resources, INI= Individual Initiative, CV= Civic Virtue, GC= generalized Compliance, SFP= Social and Functional Participation, ES= Emotional Support

Table 111 shows that both the Dimensions of IRB could be retained and the overall regression was significant ( $F_{(2,247)} = 13.71, p \leq .01$ ). The IRB could explain 9 per

cent of the variance (Adjusted  $R^2 = .09$ ) in the Legitimate Power. However, only one of the two variables, namely Job Efficacy turned out to be significant positive predictor individually. The next variable added to the hierarchical regression equation was the OCB. All the 11 Dimensions could be retained in the regression equation and the overall regression was significant ( $F_{(13,236)} = 3.60, p \leq .01$ ). The OCB could explain 12 per cent of the variance (Adjusted  $R^2 = .12$ ) in the Legitimate Power. However, looking at the individual significance of the variable in the regression equation of OCB only one of the 11 variables, namely Sportsman Spirit was negatively significant. Considering the overall results only two of the Dimensions out of possible 13 Dimensions turned out to be significant predictors of the Legitimate Power. Consequently, it was thought to be proper to redo the HMRA with just significant predictors to get a clearer picture of the strengths of association with criterion variable. Hence, another HMRA was done.

Table 112

*Summary of Hierarchical Multiple Regression Analysis with Job Efficacy the Dimension of In-Role Behavior (IRB) and Sportsman Spirit the Dimension of Organizational Citizenship Behavior (OCB) Predicting the Dimension of Power Called Legitimate Power*

<b>Variable: IRB</b>	<b>b</b>	<b>SE b</b>	<b><math>\beta</math></b>	<b>t</b>	<b>p</b>	<b>F (1,248)</b>	<b>Adj. R<sup>2</sup></b>
<b>Dimensions</b>							
<b>JEFF</b>	.23	.04	.32	5.36	.00	24.45, $p \leq .01$	.09
<b>Variable: OCB</b>						<b>F (2,247)</b>	
<b>Dimension</b>							
<b>SPO</b>	-.24	.07	-.19	-3.30	.00	18.17, $p \leq .01$	.12
<b>Constant</b>	12.57	1.76		7.71	.00		

Note: JEFF = Job Efficacy, SPO = Sportsman Spirit

Table 112 shows that the IRB dimension called Job Efficacy emerged as a significant predictor ( $F_{(1,248)} = 24.45, p \leq .01$ ) of Legitimate Power and predicted 9 percent of variance (Adjusted  $R^2 = .09$ ). The other variable comprising the next block of the hierarchical regression was that of OCB. The dimension of Sportsman Spirit was turned out to be a significant predictor ( $F_{(2,247)} = 18.17, p \leq .01$ ) and predicted 12 percent of variance in Legitimate Power. The overall HMRA result contained in table

94 and 95 showed that IRB and OCB are important variables for predicting Legitimate Power. More interestingly just two of the Dimensions called Job Efficacy (belonging to IRB) and Sportsman Spirit (belonging to OCB) emerged as the salient predictors of Legitimate Power predicting a total of 12 per cent in the criterion.

Table 113

*Summary of Hierarchical Multiple Regression Analysis with the Dimensions of In-Role Behavior (IRB) and Organizational Citizenship Behavior (OCB) predicting the Dimension of Power called Referent Power*

<i>Variable: IRB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>F</i> (2,247)	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>							
<i>JSIN</i>	.23	.19	.08	1.71	.24		
<i>JEFF</i>	.22	.05	.28	3.81	.00	48.93 p<.01	.28
<i>Variable: OCB</i>						<i>F</i> (13,236)	
<i>Dimensions</i>							
<i>SPO</i>	.03	.07	.02	.40	.68		
<i>CT</i>	-.07	.12	-.03	-.58	.56		
<i>ALT</i>	.02	.09	.01	.26	.79		
<i>WM</i>	.03	.11	.01	.27	.78		
<i>OP</i>	.12	.08	.10	1.54	.12		
<i>COR</i>	-.01	.07	-.01	-.24	.80		
<i>INI</i>	.02	.09	.01	.26	.78		
<i>CV</i>	.18	.06	.19	2.65	.00		
<i>GC</i>	.00	.10	.00	.05	.95		
<i>SFP</i>	-.05	.07	-.05	-.74	.45		
<i>ES</i>	.19	.10	.13	1.75	.08	10.80 p<.01	.34
<i>Constant</i>	3.85	2.05		1.87	.06		

Note: JSIN= Job Sincerity, JEFF= Job Efficacy, SPO= Sportsman Spirit, CT= Conservation of Time, ALT= Altruism, WM= Work Mindedness, OP= Organizational Pride, COR = Concern for Organizational Resources, INI= Individual Initiative, CV= Civic Virtue, GC= generalized Compliance, SFP= Social and Functional Participation, ES= Emotional Support

Table 113 shows that both the dimensions of IRB could be retained and the overall regression was significant ( $F_{(2,247)} = 48.93, p \leq .01$ ). The IRB could explain 28 per cent of the variance ( $\text{Adjusted } R^2 = .28$ ) in the Referent Power. However, only one of the two variables, namely Job Efficacy turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. All the 11 dimensions could be retained in the regression equation and the

overall regression was significant ( $F_{(13,236)} = 10.80, p \leq .01$ ). The OCB could explain 34 per cent of the variance (Adjusted  $R^2 = .34$ ) in the Legitimate Power. However, looking at the individual significance of the variable in the regression equation of OCB only one of the 11 variables, namely Civic Virtue was positively significant. Considering the overall results only two of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Referent Power. Consequently, it was thought to be proper to redo the HMRA with just significant predictors to get a clearer picture of the strengths of association with criterion variable. Hence, another HMRA was done.

Table 114

*Summary of Hierarchical Multiple Regression Analysis with Job Efficacy the Dimension of In-Role Behavior (IRB) and Civic Virtue the Dimension of Organizational Citizenship Behavior (OCB) Predicting the Dimension of Power Called Referent Power*

<b>Variable: IRB and OCB</b>	<b>b</b>	<b>SE b</b>	<b>B</b>	<b>t</b>	<b>p</b>	<b>F (1,248)</b>	<b>Adj. R<sup>2</sup></b>
<b>Dimensions</b>							
<b>JEFF</b>	.29	.04	.38	6.63	.00	93.84, $p \leq .01$	.27
<b>Variable: OCB</b>						<b>F (2,247)</b>	
<b>Dimensions</b>							
<b>CV</b>	.28	.05	.30	5.19	.00	64.84, $p \leq .01$	.34
<b>Constant</b>	12.57	1.76		7.71	.00		

Note: JEFF = Job Efficacy, CV = Civic Virtue

Table 114 shows that the IRB dimension called Job Efficacy emerged as a significant predictor ( $F_{(1,248)} = 93.84, p \leq .01$ ) of Referent Power and predicted 27 percent of variance (Adjusted  $R^2 = .27$ ). The other variable comprising the next block of the hierarchical regression was that of OCB. The dimension of Civic Virtue was turned out to be a significant predictor ( $F_{(2,247)} = 64.84, p \leq .01$ ) and predicted 34 percent of variance in Referent Power. The overall HMRA result contained in table 82 and 82 a showed that IRB and OCB are important variables for predicting Referent Power. More interestingly just two of the Dimensions called Job Efficacy (belonging to IRB) and Civic Virtue (belonging to OCB) emerged as the salient predictors of Referent Power predicting a total of 36 per cent in the criterion.



Table 115

*Summary of Hierarchical Multiple Regression Analysis with the Dimensions of In-Role Behavior (IRB) and Organizational Citizenship Behavior (OCB) predicting the Dimension of Power called Expert Power*

<i>Variable: IRB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>F</i> (2,247)	<i>Adj. R</i> <sup>2</sup>
<i>Dimensions</i>							
<i>JSIN</i>	.06	.10	.03	.56	.57		
<i>JEFF</i>	.14	.03	.33	4.53	.00	45.54 $p < .01$	.26
<i>Variable: OCB</i>						<i>F</i> (13,236)	
<i>Dimensions</i>							
<i>SPO</i>	.02	.04	.02	.42	.67		
<i>CT</i>	-.13	.07	-.11	-1.95	.05		
<i>ALT</i>	.06	.05	.07	1.2	.23		
<i>WM</i>	.07	.06	.06	1.09	.27		
<i>OP</i>	.06	.04	.10	1.54	.12		
<i>COR</i>	.01	.04	.02	.32	.74		
<i>INI</i>	.03	.05	.05	.76	.44		
<i>CV</i>	.00	.03	.00	.12	.90		
<i>GC</i>	-.13	.05	-.16	-2.32	.02		
<i>SFP</i>	.01	.03	.03	.43	.66		
<i>ES</i>	.18	.05	.23	3.1	.00	11.84 $p < .01$	.36
<i>Constant</i>	1.90	1.12		1.6	.09		

Note: JSIN= Job Sincerity, JEFF= Job Efficacy, SPO= Sportsman Spirit, CT= Conservation of Time, ALT= Altruism, WM= Work Mindedness, OP= Organizational Pride, COR = Concern for Organizational Resources, INI= Individual Initiative, CV= Civic Virtue, GC= generalized Compliance, SFP= Social and Functional Participation, ES= Emotional Support

Table 115 shows that both the dimensions of IRB could be retained and the overall regression was significant ( $F_{(2,247)} = 45.54, p \leq .01$ ). The IRB could explain 28 per cent of the variance (Adjusted  $R^2 = .26$ ) in the Expert Power. However, only one of the two variables, namely Job Efficacy turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. All the 11 dimensions could be retained in the regression equation and the overall regression was significant ( $F_{(13,236)} = 11.84, p \leq .01$ ). The OCB could explain 36 per cent of the variance (Adjusted  $R^2 = .36$ ) in the Expert Power. However, looking at the individual significance of the variable in the regression equation of

OCB three variables of the 11 variables were found significant. Out of three variables Conservation of Time and Generalized Compliance were found to be negatively significant where as Emotional Support was found to be positively significant. Considering the overall results only four of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Expert Power. Consequently, it was thought to be proper to redo the HMRA with just significant predictors to get a clearer picture of the strengths of association with criterion variable. Hence, another HMRA was done.

Table 116

*Summary of Hierarchical Multiple Regression Analysis with Job Efficacy the Dimension of In-Role Behavior (IRB) and Conservation of Time, Generalized Compliance and Emotional Support the Dimensions of Organizational Citizenship Behavior Predicting the Dimension of Power Called Expert Power*

<b>Variable: IRB and OCB</b>	<b>b</b>	<b>SE b</b>	<b><math>\beta</math></b>	<b>t</b>	<b>p</b>	<b>F (1,248)</b>	<b>Adj. R<sup>2</sup></b>
<b>Dimensions</b>						91.28, p $\leq$ .01	
<b>JEFF</b>	.17	.03	.40	.6.50	.00		.27
<b>Variable: OCB</b>						F (4,245)	
<b>Dimensions</b>							
<b>CT</b>	-.14	.07	-.11	-1.95	.05		
<b>GC</b>	-.07	.05	-.09	-1.48	.13		
<b>ES</b>	.28	.05	.36	5.75	.00	34.58, p $\leq$ .01	.36
<b>Constant</b>	3.76	.89		4.21	.00		

Note: Jeff = Job Efficacy, CT = Conservation of Time, GC = Generalized Compliance, ES = Emotional Support

Table 116 shows that the IRB dimension called Job Efficacy emerged as a significant predictor ( $F_{(1,248)} = 91.28, p \leq .01$ ) of Expert Power and predicted 27 percent of variance (Adjusted  $R^2 = .27$ ). The other variable comprising the next block of the hierarchical regression was that of OCB. The dimensions of OCB, namely Conservation of Time and Emotional Support were turned out to be a significant predictor ( $F_{(4,245)} = 34.58, p \leq .01$ ) and predicted 36 percent of variance in Expert Power. The overall HMRA result contained in table 83 and 83 a showed that IRB and OCB are important variables for predicting Experts Power. More interestingly just three of the dimensions called Job Efficacy (belonging to IRB) and Conservation of

Time and Emotional Support (belonging to OCB) emerged as the salient predictors of Experts Power predicting a total of 36 per cent in the criterion. Out of these two OCB dimensions Conservation of Time was found to be negative predictor where as Emotional Support was found to be positive predictor of Expert Power. Generalized Compliance has showed no relationship with criterion.

*Question 11. What is the effect of organizational citizenship behavior, as seen through social power as mediating variable on personal effectiveness and organizational effectiveness?*

Needless to reiterate that OCB was taken to be a thrust variable in the present research endeavor and based on the research findings so far. The OCB did emerge as an important variable in the conceptual scheme of the research. Two of the criterion variables against which the importance of the other variables is normally evaluated in OB research are personal effectiveness and organizational effectiveness. As is suggested in the literature, and has been found in the present research also, power might be an important variable contributing to personal effectiveness and organizational effectiveness. In order to have a better understanding of the contributions of OCB to power, and OCB and power to personal effectiveness and organizational effectiveness, and attempt was made to examine the relationship through a non recursive path analysis. The relevant portion of the results is shown in the following figure and Table 118.

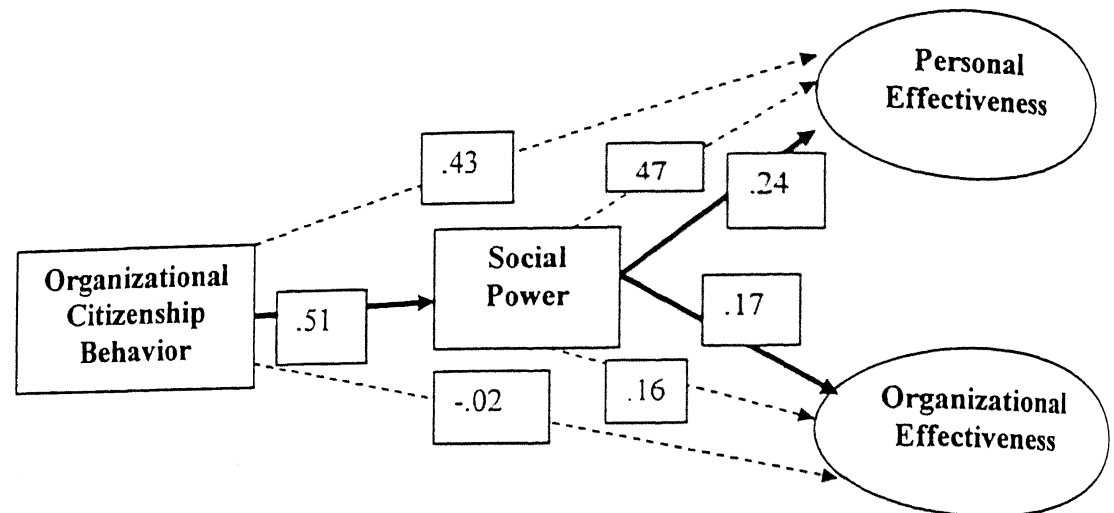


Figure 9. Showing the path diagram for personal and organizational effectiveness.

The path coefficients revealed that OCB is a significant potent variable contributing to power as well as to personal effectiveness. In that order also the OCB contributed to personal effectiveness and organizational effectiveness through power. Since OCB did not seem to contribute directly to organizational effectiveness, power might be taken as an important variable as it carries the contribution of OCB through itself to organizational effectiveness.

Table 117

Showing Correlations and Path Coefficients for the Effect of Organizational Citizenship Behavior on Personal Effectiveness and Organizational Effectiveness through Social Power

Variables	<i>OCB</i>	<i>Social Power</i>	<i>Personal Effectiveness</i>	<i>Organizational Effectiveness</i>
<i>OCB</i>	1	.51 (.51)	.55 (.24) .43	.07 (.17) (-.02)
<i>Social Power</i>		1	.47 (.47)	.16 (.16)
<i>Personal Effectiveness</i>			1	.07
<i>Organizational Effectiveness</i>				1

Note: Values outside parentheses are correlations, values within parentheses are path coefficients, and values italicized within parentheses are direct effects.

**Question 12.** *What is the strength of association of organizational citizenship behavior, with the different dimension of impression management and ingratiation as criterion?*

Table 118

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior (OCB) Predicting the Opinion Conformity Dimension of Ingratiation*

<b>Variable: OCB</b>	<b>b</b>	<b>SE b</b>	<b><math>\beta</math></b>	<b>t</b>	<b>p</b>	<b>Adj. <math>R^2</math></b>
<b>Dimensions</b>						
<b>SPO</b>	-.65	.13	-.30	-4.98	.0000	.07
<b>WM</b>	.81	.20	.24	4.05	.0001	.13
<b>Constant</b>	26.09	2.99		8.72	.0000	
Overall $F_{(2, 247)} = 18.91, p \leq .01$						

Note: SPO = Sportsman Spirit, WM = Work Mindedness

The results of Multiple Regression Analysis (MRA) from Table 118 with Opinion Conformity dimension of Ingratiation as the criterion and OCB as predictor showed that overall regression was significant ( $F_{(2,247)} = 18.91, p < .01$ ). Out of the 11 predictor variables, 2 variables were retained into the regression equation that explained 13 percent of variance in total ( $Adjusted R^2 = .13$ ). Out of these variables of OCB, namely Sportsman Spirit was found to be the negative predictor, and Work Mindedness was found to be the positive predictor of the dimension of Opinion Conformity dimension of Ingratiation.

Table 119

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior (OCB) Predicting the Other Enhancement and Opinion Conformity Dimension of Ingratiation*

<i>Variable:OCB</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SPO</i>	-.28	.08	-.25	-3.68	.0003	.09
<i>WM</i>	.34	.11	.20	3.19	.0016	.11
<i>COR</i>	-.19	.08	-.17	-2.39	.0172	.13
<i>Constant</i>	14.99	1.72		8.74	.0000	
Overall $F_{(2,247)} = 13.35, p \leq .01$						

*Note:* SPO = Sportsman Spirit, WM = Work Mindedness, COR = Concern for Organizational Resources

The results of Multiple Regression Analysis (MRA) from Table 119 with Other Enhancement and Opinion Conformity dimension of Ingratiation as the criterion and OCB as predictor showed that overall regression was significant ( $F_{(3,246)} = 13.35, p < .01$ ). Out of the 11 predictor variables, 3 variables were retained into the regression equation that explained 13 percent of variance in total (*Adjusted R<sup>2</sup>* = .13). Out of these variables of OCB, namely Sportsman Spirit and Concern for Organizational Resources was found to be the negative predictor, and Work Mindedness was found to be the positive predictor of the dimension of Other Enhancement and Opinion Conformity dimension of Ingratiation.

Table 120

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior (OCB) Predicting the Favor Rendering Dimension of Ingratiation*

Variable:OCB	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>COR</i>	-.37	.07	-.31	-5.04	.0000	.05
<i>INI</i>	.24	.08	.19	2.99	.0030	.10
<i>WM</i>	.34	.12	.19	2.95	.0035	.13
<i>Constant</i>	10.70	2.00		5.35	.0000	
Overall $F_{(2, 247)} = 12.89, p \leq .01$						

Note: COR = Concern for Organizational Resources, INI = Individual Initiative, WM = Work Mindedness

The results of Multiple Regression Analysis (MRA) from Table 120 with Favor Rendering dimension of Ingratiation as the criterion and OCB as predictor showed that overall regression was significant ( $F_{(3,246)} = 12.89, p < .01$ ). Out of the 11 predictor variables, 3 variables were retained into the regression equation that explained 13 percent of variance in total (*Adjusted R<sup>2</sup>* = .13). Out of these variables of OCB, namely Concern for Organizational Resources was found to be the negative predictor, and Individual Initiative and Work Mindedness was found to be the positive predictor of the dimension of Favor Rendering dimension of Ingratiation.

Table 121

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior (OCB) Predicting the Other Enhancement and Self-Presentation Dimension of Ingratiation*

Variable:OCB	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SFP</i>	.23	.06	.28	4.05	.0001	.14
<i>WM</i>	.26	.10	.16	2.57	.0107	.17
<i>SPO</i>	-.18	.06	-.17	-2.90	.0040	.19
<i>INI</i>	.16	.07	.14	2.12	.0346	.20
<i>Constant</i>	4.16	1.62		2.57	.0108	
Overall $F_{(4, 245)} = 16.44, p \leq .01$						

*Note:* SFP = Social and Functional Participation, WM = Work Mindedness, SPO = Sportsman Spirit, INI = Individual Initiative

The results of Multiple Regression Analysis (MRA) from Table 121 with Other Enhancement and Self Presentation dimension of Ingratiation as the criterion and OCB as predictor showed that overall regression was significant ( $F_{(4,245)} = 16.44, p < .01$ ). Out of the 11 predictor variables, 4 variables were retained into the regression equation that explained 20 percent of variance in total (*Adjusted R<sup>2</sup>* = .20). Out of these variables of OCB, namely Sportsman Spirit was found to be the negative predictor, and Social and Functional Participation, Work Mindedness and Individual Initiative was found to be the positive predictor of the dimension of Other Enhancement and Self Presentation dimension of Ingratiation.



Table 122

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior (OCB) Predicting the Job Specific Impression Management Dimension of Impression Management*

Variable:OCB	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>WM</i>	.44	.08	.30	4.98	.0000	.07
<i>SPO</i>	-.20	.06	-.20	-3.39	.0008	.11
<i>Constant</i>	7.52	1.33		5.65	.0000	
Overall $F_{(2, 247)} = 16.76, p \leq .01$						

Note: WM = Work Mindedness, SPO = Sportsman Spirit.

The results of Multiple Regression Analysis (MRA) from Table 122 with *Job Specific Impression Management dimension of Impression Management* as the criterion and OCB as predictor showed that overall regression was significant ( $F_{(2,247)} = 16.76, p < .01$ ). Out of the 11 predictor variables, 2 variables were retained into the regression equation that explained 11 percent of variance in total ( $Adjusted R^2 = .11$ ). Out of these variables of OCB, namely Sportsman Spirit was found to be the negative predictor, and Work Mindedness was found to be the positive predictor of the *Job Specific Impression Management dimension of Impression Management*.

Table 123

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior (OCB) Predicting the Job Outcome Credit Focused Impression Management Dimension of Impression Management*

Variable:OCB	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>ES</i>	.33	.12	.21	2.81	.0054	.05
<i>SPO</i>	-.38	.09	-.27	-4.43	.0000	.10
<i>SFP</i>	.21	.09	.20	2.57	.0107	.11
<i>ALT</i>	-.23	.11	-.14	-2.04	.0419	.12
<i>Constant</i>	16.69	2.21		7.53	.0000	
Overall $F_{(4, 245)} = 9.62, p \leq .01$						

*Note:* ES = Emotional Support, SPO = Sportsman Spirit, SFP = Social and Functional Participation, ALT = Altruism

The results of Multiple Regression Analysis (MRA) from Table 123 with *Job Outcome Credit Focused Impression Management* as the criterion and OCB as predictor showed that overall regression was significant ( $F_{(4, 245)} = 9.62, p < .01$ ). Out of the 11 predictor variables, 4 variables were retained into the regression equation that explained 11 percent of variance in total (*Adjusted R<sup>2</sup> = .12*). Out of these variables of OCB, namely Emotional Support, and Social and Functional Participation was found to be the positive predictor, and Sportsman Spirit and Altruism was found to be the negative predictor of the *Job Outcome Credit Focused Impression Management*.

Table 124

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior (OCB) Predicting the Supervisory Focused Impression Management Dimension of Impression Management*

Variable:OCB	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>COR</i>	-.29	.10	-.20	-2.89	.0042	.05
<i>INI</i>	.35	.09	.23	3.61	.0004	.10
<i>SPO</i>	-.22	.10	-.15	-2.29	.0229	.12
<i>WM</i>	.45	.15	.20	3.02	.0027	.14
<i>GC</i>	-.28	.12	-.16	-2.28	.0234	.15
<i>Constant</i>	18.14	2.53		7.15	.0000	
Overall $F_{(5, 244)} = 10.05, p \leq .01$						

*Note:* COR = Concern for Organizational Resources, INI = Individual Initiative, SPO = Sportsman Spirit, WM = Work Mindedness, GC = Generalized Compliance,

The results of Multiple Regression Analysis (MRA) from Table 124 with Supervisory Focused Impression Management as the criterion and OCB as predictor showed that overall regression was significant ( $F_{(5,244)} = 10.05, p < .01$ ). Out of the 11 predictor variables, 5 variables were retained into the regression equation that explained 11 percent of variance in total ( $Adjusted R^2 = .15$ ). Out of these variables of OCB, namely Individual Initiative and Work Mindedness was found to be the positive predictor, and Concern for Organizational Resources, Sportsman Spirit, and Generalized Compliance was found to be the negative predictor of the Supervisory Focused Impression Management

Table 125

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Citizenship Behavior (OCB) Predicting the Dimension of Self-Focused Impression Management*

Variable:OCB	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>WM</i>	.18	.06	.21	3.30	.0011	.09
<i>SFP</i>	.09	.03	.21	3.21	.0015	.12
<i>Constant</i>	2.67	.73		3.67	.0003	
Overall $F_{(2, 247)} = 17.63, p \leq .01$						

Note: WM = Work Mindedness, SPO = Sportsman Spirit.

The results of Multiple Regression Analysis (MRA) from Table 125 with Self-Focused Impression Management as the criterion and OCB as predictor showed that overall regression was significant ( $F_{(2,247)} = 17.63, p < .01$ ). Out of the 11 predictor variables, 2 variables were retained into the regression equation that explained 12 percent of variance in total ( $Adjusted R^2 = .12$ ). Out of these variables of OCB, namely Work Mindedness and Social and Functional Participation was found to be the positive predictor of Self-Focused Impression Management.

**Question 13.** *What is the strength of relationship of some of the background variables and work locus of control, with self-management perceptions and practices, emotional intelligence, and organizational citizenship behavior?*

Table 126

*Summary of Multiple Regression Analysis with the Dimensions of Background Variables(BG) as Predicting the Dimension of Organizational Citizenship Behavior called Social and Functional Participation*

Variable:BG	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>GCB</i>	.00005	.00001	.17	2.62	.0091	.02
<i>Constant</i>	20.93	.49		42.33	.0000	
Overall $F_{(1, 248)} = 6.90, p \leq .0091$						

Note: GCB = Chronological Senior by Good Career Break.

The results of Multiple Regression Analysis (MRA) from Table 127 with the dimension of OCB called Social and Functional Participation as the criterion and Background Variables as predictor showed that overall regression was significant ( $F_{(1,248)} = 6.90, p < .0091$ ). Out of the 3 variables, one variable was retained into the regression equation that explained 02 percent of variance in total (Adjusted  $R^2 = .02$ ). The variable of BG, namely Chronological Senior by Good Career Break was found to be the positive predictors of the dimension of OCB called Social and Functional Participation.

Table 127

*Summary of Multiple Regression Analysis with the Dimensions of Background Variables(BG) as Predicting the Dimension of Organizational Citizenship Behavior called Sportsman Spirit*

<i>Variable:BG</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>GCB</i>	.00003	.00001	.13	2.07	.0392	.013
<i>Constant</i>	14.70	.39		37.27	.0000	
Overall $F_{(1, 248)} = 4.29, p \leq .013$						

Note: GCB = Chronological Senior by Good Career Break.

The results of Multiple Regression Analysis (MRA) from Table 127 with the dimension of OCB called Sportsman Spirit as the criterion and Background Variables as predictor showed that overall regression was significant ( $F_{(1,248)} = 4.29, p < .013$ ). Out of the 3 variables, one variable was retained into the regression equation that explained 02 percent of variance in total (Adjusted  $R^2 = .02$ ). The variable of BG, namely Chronological Senior by Good Career Break was found the positive predictors of the dimension of OCB called Sportsman Spirit.

Table 128

*Summary of Multiple Regression Analysis with the Dimensions of Work Locus of Control (WLOC) as Predicting the Dimension of Self-Management Perceptions and Practices called Self-Performance Perception.*

<i>Variable: WLOC</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>AI</i>	-.39	.08	-.31	-5.19	.0000	.09
<i>Constant</i>	35.65	.90		39.73	.0000	
Overall $F_{(1, 248)} = 26.96, p \leq .0000$						

Note: AI = Action Initiative

The results of Multiple Regression Analysis (MRA) from Table 128 with the dimension of self-management perceptions and practices called Self-Performance Perception as the criterion and WLOC as predictor showed that overall regression was significant ( $F_{(1,248)} = 26.96, p < .0000$ ). Out of the 4 variables, one variable was retained into the regression equation that explained 09 percent of variance in total (Adjusted  $R^2 = .09$ ). The variable of WLOC, namely Action Initiative was found the negative predictor of the dimension of self-management perceptions and practices called Self-Performance Perception.

Table 129

*Summary of Multiple Regression Analysis with the Dimensions of Work Locus of Control (WLOC) as Predicting the Dimension of Self-Management Perceptions and Practices called Self-Efficacy Perception.*

<i>Variable: WLOC</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>AI</i>	-.29	.08	-.21	-3.46	.0006	.04
<i>Constant</i>	32.33	1.01		31.95	.0000	
Overall $F_{(1, 248)} = 11.94, p \leq .0006$						

AI = Action Initiative

The results of Multiple Regression Analysis (MRA) from Table 129 with the dimension of self-management perceptions and practices called Self-Efficacy Perception as the criterion and WLOC as predictor showed that overall regression was significant ( $F_{(1,248)} = 11.94, p < .0006$ ). Out of the 4 variables, one variable was

retained into the regression equation that explained 04 percent of variance in total (Adjusted  $R^2 = .04$ ). The variable of WLOC, namely Action Initiative was found the negative predictor of the dimension of self-management perceptions and practices called Self-Efficacy Perception.

Table 130

*Summary of Multiple Regression Analysis with the Dimensions of Work Locus of Control (WLOC) as Predicting the Dimension of Self-Management Perceptions and Practices called Supervisory Performance Feedback Perception.*

<i>Variable: WLOC</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>LK</i>	-.09	.03	-.22	-3.01	.0028	.02
<i>SO</i>	.09	.05	.14	1.99	.0467	.03
<i>Constant</i>	6.98	.50		13.93	.0000	
Overall $F_{(2, 247)} = 4.74, p \leq .0096$						

Note = LK = Luck, SO = Significant Others

The results of Multiple Regression Analysis (MRA) from Table 130 with the dimension of self-management perceptions and practices called Supervisory Feedback Performance Perception as the criterion and WLOC as predictor showed that overall regression was significant ( $F_{(1,248)} = 4.74, p < .0096$ ). Out of the 4 variables, two variables were retained into the regression equation that explained 03 percent of variance in total (Adjusted  $R^2 = .03$ ). The variables of WLOC, namely Luck and Significant Others were found the negative and positive predictors of the dimension of self-management perceptions and practices called Self-Efficacy Perception respectively.

Table 131

*Summary of Multiple Regression Analysis with the Dimensions of Work Locus of Control (WLOC) as Predicting the Dimension of Self-Management Perceptions and Practices called Emotion Management Practice*

<i>Variable: WLOC</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>AI</i>	-.19	.06	-.25	-3.50	.0006	.11
<i>EFT</i>	-.26	.12	.15	-2.12	.0348	.12
<i>Constant</i>	21.84	.59		36.42	.0000	
Overall $F_{(2, 247)} = 18.39, p \leq .0000$						

Note = AI = Action Initiative, EFT = Effort

The results of Multiple Regression Analysis (MRA) from Table 131 with the dimension of self-management perceptions and practices called Emotion Management Practice as the criterion and WLOC as predictor showed that overall regression was significant ( $F_{(2,247)} = 18.39, p < .0000$ ). Out of the 4 variables, two variables were retained into the regression equation that explained 12 percent of variance in total (Adjusted  $R^2 = .12$ ). The variables of WLOC, namely Action Initiative and Effort were found the negative predictors of the dimension of self-management perceptions and practices called Emotion Management Practice.

Table 132

*Summary of Multiple Regression Analysis with the Dimensions of Work Locus of Control (WLOC) as Predicting the Dimension of Self-Management Perceptions and Practices called Emotion Management Practice*

<i>Variable: WLOC</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<b><i>Dimensions</i></b>						
<b><i>LK</i></b>	-.18	.06	-.19	-2.79	.0057	.09
<b><i>SO</i></b>	-.23	.09	-.16	-2.38	.0181	.11
<b><i>EFT</i></b>	-.29	.13	-.14	-2.21	.0278	.13
<b><i>Constant</i></b>	28.23	1.07		26.19	.0000	
Overall $F_{(3, 246)} = 13.14, p \leq .0000$						

Note = , LK = Luck, SO = Significant Others, EFT = Effort

The results of Multiple Regression Analysis (MRA) from Table 132 with the dimension of self-management perceptions and practices called Self-Knowledge of Performance as the criterion and WLOC as predictor showed that overall regression was significant ( $F_{(3,246)} = 13.14, p < .0000$ ). Out of the 4 variables, three variables were retained into the regression equation that explained 13 percent of variance in total (Adjusted  $R^2 = .13$ ). The variables of WLOC, namely Action Initiative and Effort were found the negative predictors of the dimension of self-management perceptions and practices called Self-Knowledge of Performance.



Table 133

*Summary of Multiple Regression Analysis with the Dimensions of Work Locus of Control (WLOC) as Predicting the Dimension of Organizational Citizenship Behavior called Emotional Support*

<i>Variable: WLOC</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>AI</i>	-.15	.04	-.22	-3.59	.0004	.05
<i>Constant</i>	17.85	.49		35.78	.0000	
Overall $F_{(1248)} = 12.91, p \leq .0004$						

Note: AI = Action Initiative

The results of Multiple Regression Analysis (MRA) from Table 133 with the dimension of OCB called Emotional Support as the criterion and WLOC as predictor showed that overall regression was significant ( $F_{(1,248)} = 12.91, p < .0004$ ). Out of the 4 variables, one variable was retained into the regression equation that explained 05 percent of variance in total (Adjusted  $R^2 = .05$ ). The variables of WLOC, namely Action Initiative was found the negative predictors of the dimension of OCB called Emotional Support.

Table 134

*Summary of Multiple Regression Analysis with the Dimensions of Work Locus of Control (WLOC) as Predicting the Dimension of Organizational Citizenship Behavior called Concern for Organizational Resources*

<i>Variable: WLOC</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>AI</i>	-.12	.04	-.16	-2.50	.0129	.02
<i>Constant</i>	22.50	.59		38.21	.0000	
Overall $F_{(1,248)} = 6.27, p \leq .0129$						

Note: AI = Action Initiative

The results of Multiple Regression Analysis (MRA) from Table 134 with the dimension of OCB called Concern for Organizational Resources as the criterion and WLOC as predictor showed that overall regression was significant ( $F_{(1,248)} = 6.27, p < .0129$ ). Out of the 4 variables, one variable was retained into the regression equation that explained 02 percent of variance in total (Adjusted  $R^2 = .02$ ). The

variables of WLOC, namely Action Initiative was found the negative predictors of the dimension of OCB called Concern for Organizational Resources.

Table 135

*Summary of Multiple Regression Analysis with the Dimensions of Work Locus of Control (WLOC) as Predicting the Dimension of Organizational Citizenship Behavior called Organizational Pride*

<i>Variable: WLOC</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<b>Dimensions</b>						
<b>EFT</b>	-.34	.11	-.20	-3.14	.0019	.03
<b>Constant</b>	21.52	.57		37.92	.0000	
Overall $F_{(1, 248)} = 9.87, p \leq .0019$						

Note: EFT = Effort

The results of Multiple Regression Analysis (MRA) from Table 135 with the dimension of OCB called Concern for Organizational Resources as the criterion and WLOC as predictor showed that overall regression was significant ( $F_{(1, 248)} = 9.87, p < .0019$ ). Out of the 4 variables, one variable was retained into the regression equation that explained 03 percent of variance in total (Adjusted  $R^2 = .03$ ). The variables of WLOC, namely Effort was found the negative predictors of the dimension of OCB called Organizational Pride.

Table 136

*Summary of Multiple Regression Analysis with the Dimensions of Work Locus of Control (WLOC) as Predicting the Dimension of Organizational Citizenship Behavior called Work Mindedness*

<i>Variable: WLOC</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<b>Dimensions</b>						
<b>AI</b>	-.06	.03	-.12	-1.97	.0495	.01
<b>Constant</b>	12.56	.38		33.05	.0000	
Overall $F_{(1, 248)} = 3.89, p \leq .0495$						

Note: AI = Action Initiative

The results of Multiple Regression Analysis (MRA) from Table 136 with the dimension of OCB called Concern for Organizational Resources as the criterion and WLOC as predictor showed that overall regression was significant ( $F_{(1, 248)} = 6.27, p < .0129$ ). Out of the 4 variables, one variable was retained into the regression

equation that explained 02 percent of variance in total (Adjusted  $R^2 = .02$ ). The variables of WLOC, namely Action Initiative was found the negative predictors of the dimension of OCB called Concern for Organizational Resources Practices.

Table: 137

*Summary of Multiple Regression Analysis with the Dimensions of Work Locus of Control (WLOC) as Predicting the Dimension of Organizational Citizenship Behavior called Civic Virtue*

<i>Variable: WLOC</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>AI</i>	-.19	.06	-.19	-3.02	.0028	.03
<i>Constant</i>	29.39	.76		38.44	.0000	
Overall $F_{(1, 248)} = 9.13, p \leq .0028$						

Note: AI = Action Initiative

The results of Multiple Regression Analysis (MRA) from Table 137 with the dimension of OCB called Civic Virtue as the criterion and WLOC as predictor showed that overall regression was significant ( $F_{(1,248)} = 9.13, p < .0028$ ). Out of the 4 variables, one variable was retained into the regression equation that explained 03 percent of variance in total (Adjusted  $R^2 = .03$ ). The variables of WLOC, namely Action Initiative was found the negative predictors of the dimension of OCB called Civic Virtue.

Table: 138

*Summary of Multiple Regression Analysis with the Dimensions of Work Locus of Control (WLOC) as Predicting the Dimension of Organizational Citizenship Behavior called Social and Functional Participation*

<i>Variable: WLOC</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>AI</i>	-.21	-.06	-.22	-3.48	.0006	.04
<i>Constant</i>	24.47	.72		33.83	.0000	
Overall $F_{(1, 248)} = p \leq .0006$						

Note: AI = Action Initiative

The results of Multiple Regression Analysis (MRA) from Table 138 with the dimension of OCB called Social and functional Participation as the criterion and WLOC as predictor showed that overall regression was significant ( $F_{(1,248)} = 12.11, p$

< .0006). Out of the 4 variables, one variable was retained into the regression equation that explained 04 percent of variance in total (Adjusted  $R^2 = .04$ ). The variables of WLOC, namely Action Initiative was found the negative predictors of the dimension of OCB called Social and Functional Participation.

Table 139

*Summary of Multiple Regression Analysis with the Dimensions of Work Locus of Control (WLOC) as Predicting the Dimension of Organizational Citizenship Behavior called Altruism*

<i>Variable: WLOC</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>AI</i>	-.12	.04	-.18	-2.90	.0040	.03
<i>Constant</i>	16.21	.48		33.48	.0000	
Overall $F_{(1, 248)} = 8.43, p \leq .0040$						

Note: AI = Action Initiative

The results of Multiple Regression Analysis (MRA) from Table 139 with the dimension of OCB called Altruism as the criterion and WLOC as predictor showed that overall regression was significant ( $F_{(1, 248)} = 8.43, p < .0006$ ). Out of the 4 variables, one variable was retained into the regression equation that explained 03 percent of variance in total (Adjusted  $R^2 = .03$ ). The variables of WLOC, namely Action Initiative was found the negative predictors of the dimension of OCB called Altruism.

Table 140

*Summary of Multiple Regression Analysis with the Dimensions of Work Locus of Control (WLOC) as Predicting the Dimension of Organizational Citizenship Behavior called Sportsman Spirit*

<i>Variable: WLOC</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>SO</i>	-.27	.07	-.24	-3.91	.0001	.05
<i>Constant</i>	18.46	.79		23.12	.0000	
Overall $F_{(1, 248)} = 15.28, p \leq .0001$						

Note: SO = Significant Others.

The results of Multiple Regression Analysis (MRA) from Table 140 with the dimension of OCB called Sportsman Spirit as the criterion and WLOC as predictor

showed that overall regression was significant ( $F_{(1,248)} = 15.28, p < .0001$ ). Out of the 4 variables, one variable was retained into the regression equation that explained 05 percent of variance in total (Adjusted  $R^2 = .05$ ). The variables of WLOC, namely Action Initiative was found the negative predictors of the dimension of OCB called Sportsman Spirit.

Table 141

*Summary of Multiple Regression Analysis with the Dimensions of Work Locus of Control (WLOC) as Predicting the Dimension of Organizational Citizenship Behavior called Individual Initiative*

<b>Variable: WLOC</b>	<b>b</b>	<b>SE b</b>	<b><math>\beta</math></b>	<b>t</b>	<b>p</b>	<b>Adj. <math>R^2</math></b>
<b>Dimensions</b>						
<b>AI</b>	-.16	.09	-.23	-.23	.0003	.05
<b>Constant</b>	21.10	.54		39.03	.0000	
Overall $F_{(1, 248)} = 13.18, p \leq .0003$						

Note: AI = Action Initiative

The results of Multiple Regression Analysis (MRA) from Table 141 with the dimension of OCB called Individual Initiative as the criterion and WLOC as predictor showed that overall regression was significant ( $F_{(1,248)} = 13.18, p < .0003$ ). Out of the 4 variables, one variable was retained into the regression equation that explained 05 percent of variance in total (Adjusted  $R^2 = .05$ ). The variables of WLOC, namely Action Initiative was found the negative predictors of the dimension of OCB called Individual Initiative.

Table 142

*Summary of Multiple Regression Analysis with the Dimensions of Work Locus of Control (WLOC) as Predicting the Dimension of Organizational Citizenship Behavior called Generalized Compliance.*

<b>Variable: WLOC</b>	<b>b</b>	<b>SE b</b>	<b><math>\beta</math></b>	<b>t</b>	<b>p</b>	<b>Adj. <math>R^2</math></b>
<b>Dimensions</b>						
<b>EFT</b>	.28	.09	-.20	-3.21	.0015	.04
<b>Constant</b>	17.91	.44		40.34	.0000	
Overall $F_{(1, 248)} = 12.11, p \leq .0006$						

Note: EFT = Effort

The results of Multiple Regression Analysis (MRA) from Table 142 with the dimension of OCB called Generalized Compliance as the criterion and WLOC as predictor showed that overall regression was significant ( $F_{(1,248)} = 12.11, p < .0015$ ). Out of the 4 variables, one variable was retained into the regression equation that explained 04 percent of variance in total (Adjusted  $R^2 = .04$ ). The variables of WLOC, namely Action Initiative was found the negative predictors of the dimension of OCB called Generalized Compliance.

*Note: Background Variables and Work Locus of Control did not showed any significant relationship with the dimensions of emotional intelligence*

*Question 14. What is the strength of association of organizational structure, organizational support, and violation of psychological contract as the predictors of different dimensions of organizational citizenship behavior, self-management perceptions and practices and emotional intelligence as the criterion?*

Table 143

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Structure (OST) as Predicting the Dimension of Organizational Citizenship Behavior called Emotional Support*

<i>Variable: OST</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>CLN</i>	.17	.04	.25	3.87	.0001	.04
<i>PTN</i>	.08	.04	.13	2.06	.0039	.05
<i>Constant</i>	12.23			12.42	.0000	
Overall $F_{(2, 247)} = 8.21, p \leq .0004$						

Note: CLN= Centralization, PTN = Participation

The results of Multiple Regression Analysis (MRA) from Table 143 with the dimension of OCB called Emotional Support as the criterion and organizational structure as predictor showed that overall regression was significant ( $F_{(1,248)} = 8.21, p < .0004$ ). Out of the 7 variables, two variables were retained into the regression equation that explained 05 percent of variance in total (Adjusted  $R^2 = .05$ ). The variables of organizational structure, namely Centralization and Formalization were found the positive predictors of the dimension of OCB called Emotional Support.

Table 144

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Structure (OST) as Predicting the Dimension of Organizational Citizenship Behavior called Concern for Organizational Resources*

<i>Variable: OST</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<b><i>Dimensions</i></b>						
<i>INN</i>	-.27	.09	-.18	-2.82	.0052	.05
<i>CLN</i>	-.15	.04	-.18	-3.00	.0029	.08
<i>JAUT</i>	-.19	.08	-.14	-2.29	.0225	.09
<b><i>Constant</i></b>	26.61	1.11		23.77	.0000	
Overall $F_{(3, 246)} = 9.32, p \leq .0000$						

Note: INN = Innovation, CLN= Centralization, JAUT = Job Autonomy

The results of Multiple Regression Analysis (MRA) from Table 144 with the dimension of OCB called Concern for Organizational Resources as the criterion and organizational structure as predictor showed that overall regression was significant ( $F_{(1,248)} = 9.32, p < .0000$ ). Out of the 7 variables, three variables were retained into the regression equation that explained 09 percent of variance in total (Adjusted  $R^2 = .09$ ). The variables of organizational structure, namely Innovation, Centralization and Job Autonomy were found the negative predictors of the dimension of OCB called Concern for Organizational Resources.

Table 145

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Structure (OST) as Predicting the Dimension of Organizational Citizenship Behavior called Conservation of Time*

<i>Variable: OST</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<b><i>Dimensions</i></b>						
<i>JAUT</i>	-.09	.04	-.13	-2.03	.0426	.01
<b><i>Constant</i></b>	8.57	.39		21.68	.0000	
Overall $F_{(1, 248)} = 4.15, p \leq .0426$						

Note: JAUT= Job Autonomy,

The results of Multiple Regression Analysis (MRA) from Table 145 with the dimension of OCB called Conservation of Time as the criterion and organizational structure as predictor showed that overall regression was significant ( $F_{(1,248)} = 8.21, p < .0004$ ). Out of the 7 variables, one variable was retained into the regression

equation that explained 01 percent of variance in total (Adjusted  $R^2 = .01$ ). The variables of organizational structure, namely Job Autonomy was found the positive predictor of the dimension of OCB called Conservation of Time.

Table 146

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Structure (OST) as Predicting the Dimension of Organizational Citizenship Behavior called Organizational Pride*

<i>Variable: OST</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>PTN</i>	.20	.05	.25	3.99	.0001	.04
<i>JSPC</i>	.12	.05	.16	2.63	.0088	.06
<i>JAUT</i>	-.17	.08	-.13	-2.09	.0376	.08
<i>CTN</i>	.10	.05	.13	1.99	.0470	.09
<i>Constant</i>	14.63	1.50		9.70	.0000	
Overall $F_{(4, 245)} = 6.89, p \leq .0000$						

Note: PTN = Participation, JSPC = Job Specificity, JAUT = Job Autonomy, CLN= Centralization

The results of Multiple Regression Analysis (MRA) from Table 146 with the dimension of OCB called Organizational Pride as the criterion and organizational structure as predictor showed that overall regression was significant ( $F_{(1,248)} = 6.89, p < .0000$ ). Out of the 7 variables, four variables were retained into the regression equation that explained 09 percent of variance in total (Adjusted  $R^2 = .09$ ). The variables of organizational structure, namely Participation, Job Specificity, Job Autonomy, and Centralization were found the significant predictors of the dimension of OCB called Organizational Pride. Out of these four significant predictors Job Autonomy was found negative predictor where as Participation, Job Specificity and Centralization were found positive predictors.



Table 147

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Structure (OST) as Predicting the Dimension of Organizational Citizenship Behavior called Work Mindedness*

<i>Variable: OST</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>JSPC</i>	.10	.03	.22	3.56	.0004	.05
<i>CLN</i>	.06	.03	.12	2.02	.0435	.06
<i>Constant</i>	8.72	.74		11.81	.0000	
Overall $F_{(2, 247)} = 9.63, p \leq .0000$						

Note: JSPC = Job Specificity, CLN= Centralization

The results of Multiple Regression Analysis (MRA) from Table 147 with the dimension of OCB called Social and Functional Participation as the criterion and organizational structure as predictor showed that overall regression was significant ( $F_{(1,248)} = 9.63, p < .0000$ ). Out of the 7 variables, two variables were retained into the regression equation that explained 06 percent of variance in total (Adjusted  $R^2 = .06$ ). The variables of organizational structure, namely Job Specificity and Centralization were found the positive predictors of the dimension of OCB called Social and Functional Participation.

Table 148

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Structure (OST) as Predicting the Dimension of Organizational Citizenship Behavior called Social and Functional Participation*

<i>Variable: OST</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>PTN</i>	.17	.06	.17	2.75	.0063	.03
<i>Constant</i>	20.13	.74		27.04	.0000	
Overall $F_{(1, 248)} = 7.59, p \leq .0000$						

Note: PTN = Participation

The results of Multiple Regression Analysis (MRA) from Table 148 with the dimension of OCB called Social and Functional Participation as the criterion and organizational structure as predictor showed that overall regression was significant ( $F$

(1,248) = 7.59,  $p < .0000$ ). Out of the 7 variables, one variable was retained into the regression equation that explained 03 percent of variance in total (Adjusted  $R^2 = .03$ ). The variables of organizational structure, namely Participation was found the positive predictor of the dimension of OCB called Social and Functional Participation.

Table 149

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Structure (OST) as Predicting the Dimension of Organizational Citizenship Behavior called Altruism*

<i>Variable: OST</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>CLN</i>	.17	.04	.26	4.25	.0000	.06
<i>Constant</i>	11.91	.71		16.72	.0000	
Overall $F_{(1, 248)} = 18.11, p \leq .0000$						

Note: CLN= Centralization

The results of Multiple Regression Analysis (MRA) from Table 149 with the dimension of OCB called Altruism as the criterion and organizational structure as predictor showed that overall regression was significant ( $F_{(1,248)} = 18.11, p < .0000$ ). Out of the 7 variables, one variable was retained into the regression equation that explained 06 percent of variance in total (Adjusted  $R^2 = .06$ ). The variables of organizational structure, namely Centralization was found the positive predictor of the dimension of OCB called Altruism.

Table 150

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Structure (OST)as Predicting the Dimension of Organizational Citizenship Behavior called Sportsman Spirit*

<i>Variable: OST</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>CLN</i>	-.19	.05	-.24		.0001	.05
<i>JAUT</i>	-.18	.07	-.15		.0181	.07
<i>Constant</i>	20.17	1.07		18.84	.0000	
Overall $F_{(2, 247)} = 10.27, p \leq .0000$						

Note: CLN= Centralization, JAUT = Job Autonomy

The results of Multiple Regression Analysis (MRA) from Table 150 with the dimension of OCB called Sportsman Spirit as the criterion and organizational structure as predictor showed that overall regression was significant ( $F_{(1,248)} = 10.27$ ,  $p < .0000$ ). Out of the 7 variables, two variables were retained into the regression equation that explained 07 percent of variance in total (Adjusted  $R^2 = .07$ ). The variables of organizational structure, namely Centralization and Job Autonomy was found the negative predictors of the dimension of OCB called Sportsman Spirit.

Table 151

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Structure (OST) as Predicting the Dimension of Organizational Citizenship Behavior called Individual Initiative*

<i>Variable: OST</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>JSPC</i>	.12	.04	.17	2.79	.0056	.03
<i>Constant</i>	16.93	.84		20.04	.0000	
Overall $F_{(1, 248)} = 7.82$ , $p \leq .0000$						

Note: JSPC = Job Specificity

The results of Multiple Regression Analysis (MRA) from Table 151 with the dimension of OCB called Individual Initiative as the criterion and organizational structure as predictor showed that overall regression was significant ( $F_{(1,248)} = 7.82$ ,  $p < .0000$ ). Out of the 7 variables, one variable was retained into the regression equation that explained 03 percent of variance in total (Adjusted  $R^2 = .03$ ). The variables of organizational structure, namely Job Specificity was found the positive predictor of the dimension of OCB called Individual Initiative.

Table 152

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Structure (OST) as Predicting the Dimension of Organizational Citizenship Behavior called Generalized Compliance*

<i>Variable: OST</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>JAUT</i>	-.16	.06	-.16	-2.53	.0120	.02
<i>JSPC</i>	.08	.04	.15	2.36	.0190	.04
<i>Constant</i>	16.18	.87		18.39	.0000	
Overall $F_{(2, 247)} = 5.63, p \leq .0040$						

Note: JAUT = Job Autonomy, JSPC = Job Specificity

The results of Multiple Regression Analysis (MRA) from Table 152 with the dimension of OCB called generalized Compliance as the criterion and organizational structure as predictor showed that overall regression was significant ( $F_{(1,248)} = 5.63, p < .0040$ ). Out of the 7 variables, two variables were retained into the regression equation that explained 04 percent of variance in total (Adjusted  $R^2 = .04$ ). Out of these two significant variables of organizational structure, namely Job Autonomy was found the negative predictor where as Job Specificity was found positive predictor of the dimension of OCB called Generalized Compliance.

Table 153

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Support (OS) as Predicting the Dimension of Organizational Citizenship Behavior called Emotional Support*

<i>Variable: OS</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>CAO</i>	.11	.03	.26	3.74	.0002	.03
<i>AE</i>	-.12	.05	-.19	-2.72	.0070	.05
<i>Constant</i>	15.12	.78		19.29	.0000	
Overall $F_{(2, 247)} = 7.49, p \leq .0000$						

Note: CAO = Caring Attitude of Organization, AE = Appreciation of Effort

The results of Multiple Regression Analysis (MRA) from Table 153 with the dimension of OCB called Emotional Support as the criterion and organizational support as predictor showed that overall regression was significant ( $F_{(1,248)} = 7.49, p < .0002$ ). Out of the 3 variables, two variables were retained into the regression

equation that explained 05 percent of variance in total (Adjusted  $R^2 = .05$ ). Out of these two significant variables of organizational support, namely Caring Attitude of Organization was found positive predictor where as Appreciation of Effort was found negative predictor of dimension of OCB called Emotional support.

Table 154

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Support (OS) as Predicting the Dimension of Organizational Citizenship Behavior called Concern for Organizational Resources.*

<i>Variable: OS</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<b><i>Dimensions</i></b>						
<b><i>AE</i></b>	.14	.05	.18	2.89	.0042	.03
<b><i>Constant</i></b>	18.96	.76		24.82	.0000	
Overall $F_{(1, 248)} = 5.49, p \leq .0040$						

Note: AE = Appreciation of Effort

The results of Multiple Regression Analysis (MRA) from Table 154 with the dimension of OCB called Concern for Organizational Resources as the criterion and organizational support as predictor showed that overall regression was significant ( $F_{(1,248)} = 17.11, p < .0000$ ). Out of the 3 variables, one variable was retained into the regression equation that explained 03 percent of variance in total (Adjusted  $R^2 = .03$ ). The variable of organizational support, namely Appreciation of Effort was found the positive predictor of dimension of OCB called Concern for Organizational Resources.

Table 155

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Support (OS) as Predicting the Dimension of Organizational Citizenship Behavior called Organizational Pride.*

<i>Variable: OS</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<b><i>Dimensions</i></b>						
<b><i>CAO</i></b>	.14	.03	.25	4.13	.0000	.06
<b><i>Constant</i></b>	16.37	.86		18.98	.0000	
Overall $F_{(1, 248)} = 17.11, p \leq .0000$						

Note: CAO = Caring Attitude of Organization

The results of Multiple Regression Analysis (MRA) from Table 155 with the dimension of OCB called Organizational Pride as the criterion and organizational

support as predictor showed that overall regression was significant ( $F_{(1,248)} = 17.11, p < .0000$ ). Out of the 3 variables, one variable was retained into the regression equation that explained 06 percent of variance in total (Adjusted  $R^2 = .06$ ). The variable of organizational support, namely Caring Attitude of Organization was found the positive predictor of dimension of OCB called Organizational Pride.

Table 156

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Support (OS) as Predicting the Dimension of Organizational Citizenship Behavior called Work Mindedness.*

<i>Variable: OS</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<b><i>Dimensions</i></b>						
<i>AE</i>	-.07	.03	-.15	-2.38	.0180	.02
<b><i>Constant</i></b>	12.99	.86		26.30	.0000	
Overall $F_{(1, 248)} = 5.67, p \leq .0180$						

Note: AE = Appreciation of Effort

The results of Multiple Regression Analysis (MRA) from Table 156 with the dimension of OCB called Work Mindedness as the criterion and organizational support as predictor showed that overall regression was significant ( $F_{(1,248)} = 5.67, p < .0000$ ). Out of the 3 variables, one variable was retained into the regression equation that explained 02 percent of variance in total (Adjusted  $R^2 = .02$ ). The variable of organizational support, namely Appreciation of effort was found the negative predictor of dimension of OCB called Work Mindedness.

Table 157

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Support (OS) as Predicting the Dimension of Organizational Citizenship Behavior called Civic Virtue*

<i>Variable: OS</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<b><i>Dimensions</i></b>						
<i>CAO</i>	.11	.04	.16	2.56	.0109	.02
<b><i>Constant</i></b>	24.44	1.10		22.22	.0000	
Overall $F_{(1, 248)} = 5.67, p \leq .0109$						

Note: CAO = Caring Attitude of Organization

The results of Multiple Regression Analysis (MRA) from Table 157 with the dimension of OCB called Organizational Pride as the criterion and organizational support as predictor showed that overall regression was significant ( $F_{(1,248)} = 6.57$ ,  $p < .0109$ ). Out of the 3 variables, one variable was retained into the regression equation that explained 02 percent of variance in total (Adjusted  $R^2 = .02$ ). The variable of organizational support, namely Caring Attitude of Organization was found the positive predictor of dimension of OCB called Civic virtue.

Table 158

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Support (OS) as Predicting the Dimension of Organizational Citizenship Behavior called Social and Functional Participation*

<i>Variable: OS</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>OSUP</i>	.11	.04	.19	3.06	.0024	.03
<i>Constant</i>	18.98	1.03		18.30	.0000	
Overall $F_{(1, 248)} = 9.44$ , $p \leq .0024$						

Note: OSUP = Organizational Supportiveness

The results of Multiple Regression Analysis (MRA) from Table 158 with the dimension of OCB called Organizational Pride as the criterion and organizational support as predictor showed that overall regression was significant ( $F_{(1,248)} = 9.44$ ,  $p < .0024$ ). Out of the 3 variables, one variable was retained into the regression equation that explained 03 percent of variance in total (Adjusted  $R^2 = .03$ ). The variable of organizational support, namely organizational supportiveness was found the positive predictor of dimension of OCB called Social and Functional Participation.

Table 159

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Support (OS) as Predicting the Dimension of Organizational Citizenship Behavior called Altruism*

<i>Variable: OS</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>CAO</i>	.11	.03	.26	3.68	.0003	.02
<i>AE</i>	-.14	.04	-.22	-3.07	.0024	.05
<i>Constant</i>	14.18	.75		18.82	.0000	
Overall $F_{(2, 247)} = 7.79, p \leq .0005$						

Note: CAO = Caring Attitude of Organization, AE = Appreciation of Effort

The results of Multiple Regression Analysis (MRA) from Table 159 with the dimension of OCB called Altruism as the criterion and organizational support as predictor showed that overall regression was significant ( $F_{(1,248)} = 7.79, p < .0005$ ). Out of the 3 variables, two variables were retained into the regression equation that explained 05 percent of variance in total (Adjusted  $R^2 = .05$ ). Out of these two significant variables of organizational support, namely Caring Attitude of Organization was found positive predictor where as Appreciation of Effort was found negative predictor of dimension of OCB called Altruism.

Table 160

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Support (OS) as Predicting the Dimension of Organizational Citizenship Behavior called Sportsman Spirit*

<i>Variable: OS</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>AE</i>	.19	.05	.26	4.16	.0000	.06
<i>Constant</i>	12.44	.74		16.79	.0000	
Overall $F_{(1, 248)} = 17.30, p \leq .0000$						

Note: AE = Appreciation of Effort

The results of Multiple Regression Analysis (MRA) from Table 160 with the dimension of OCB called Sportsman Spirit as the criterion and organizational support as predictor showed that overall regression was significant ( $F_{(1,248)} = 17.30, p < .0000$ ). Out of the 3 variables, one variable was retained into the regression



equation that explained 06 percent of variance in total (Adjusted  $R^2 = .06$ ). The variable of organizational support, namely Appreciation of Effort was found the positive predictor of dimension of OCB called Sportsman Spirit.

Table 161

*Summary of Multiple Regression Analysis with the Dimensions of Organizational Support (OS) as Predicting the Dimension of Organizational Citizenship Behavior called Individual Initiative*

<i>Variable: OS</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>CAO</i>	.08	.03	.16	2.59	.0102	.02
<i>Constant</i>	17.26	.78		22.02	.0000	
Overall $F_{(1, 248)} = 6.69, p \leq .0102$						

Note: CAO = Caring Attitude of Organization

The results of Multiple Regression Analysis (MRA) from Table 161 with the dimension of OCB called Caring Attitude of Organization as the criterion and organizational support as predictor showed that overall regression was significant ( $F_{(1,248)} = .669, p < .0102$ ). Out of the 3 variables, one variable was retained into the regression equation that explained 02 percent of variance in total (Adjusted  $R^2 = .02$ ). The variable of organizational support, namely Appreciation of Effort was found the positive predictor of dimension of OCB called Individual Initiative.

Table 162

*Summary of Multiple Regression Analysis with the Dimensions of Violation of Psychological Contract (VPC) as Predicting the Dimension of Organizational Citizenship Behavior called*

<i>Variable: VPC</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>PP (O)</i>	-.08	.04	-.13	-2.05	.0416	.01
<i>Constant</i>	12.70	.43		29.41	.0000	
Overall $F_{(1, 248)} = 4.19, p \leq .0416$						

Note: PP = Pay and Promotion (Organization)

The results of Multiple Regression Analysis (MRA) from Table 162 the dimension of OCB called Work Mindedness as the criterion and violation of psychological contract as predictor showed that overall regression was significant ( $F_{(1,248)} = 4.19, p < .0416$ ).

Out of the 4 variables, one variable was retained into the regression equation that explained 01 percent of variance in total (Adjusted  $R^2 = .01$ ). The variable of VPC, namely Pay and Promotion (Organization) was found the negative predictors of the dimension of OCB called Work mindedness.

Table 163

*Summary of Multiple Regression Analysis with the Dimensions of Violation of Psychological Contract (VPC) as Predicting the Dimension of Organizational Citizenship Behavior called*

<i>Variable: VPC</i>	<i>b</i>	<i>SE b</i>	<i>B</i>	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>PP(O)</i>	-.18	.08	-.14	-2.26	.0249	.02
<i>Constant</i>	29.09	.88		33.24	.0000	
Overall $F_{(1,248)} = 5.09, p \leq .0249$						

Note: PP = Pay and Promotion (Organization)

The results of Multiple Regression Analysis (MRA) from Table 163 with the dimension of OCB called Work Civic Virtue as the criterion and violation of psychological contract as predictor showed that overall regression was significant ( $F_{(1,248)} = 5.09, p < .0249$ ). Out of the 4 variables, one variable was retained into the regression equation that explained 02 percent of variance in total (Adjusted  $R^2 = .02$ ). The variable of VPC, namely Pay and Promotion (Organization) was found the negative predictors of the dimension of OCB called Civic Virtue.

Table 164

*Summary of Multiple Regression Analysis with the Dimensions of Violation of Psychological Contract (VPC) as Predicting the Dimension of Organizational Citizenship Behavior called*

<i>Variable: VPC</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>ED(O)</i>	.13	.07	.13	2.00	.0462	.01
<i>Constant</i>	13.03	.93		13.95	.0000	
Overall $F_{(1,248)} = 4.01, p \leq .0462$						

Note: ED(O) = Employee Development (Organization)

The results of Multiple Regression Analysis (MRA) from Table 164 with the dimension of OCB called Altruism as the criterion and violation of psychological

contract as predictor showed that overall regression was significant ( $F_{(1,248)} = 4.01$ ,  $p < .0462$ ). Out of the 4 variables, one variable was retained into the regression equation that explained 01 percent of variance in total (Adjusted  $R^2 = .01$ ). The variable of VPC, namely Pay and Promotion (Organization) was found the positive predictors of the dimension of OCB called Altruism.

Table 165

*Summary of Multiple Regression Analysis with the Dimensions of Violation of Psychological Contract (VPC) as Predicting the Dimension of Organizational Citizenship Behavior called*

<i>Variable: VPC</i>	<i>b</i>	<i>SE b</i>	$\beta$	<i>t</i>	<i>p</i>	<i>Adj. R<sup>2</sup></i>
<i>Dimensions</i>						
<i>PP(O)</i>	-.19	.06	-.21	-3.46	.0006	.0421
<i>Constant</i>	21.28	.62		34.58	.0000	
Overall $F_{(1, 248)} = 11.93$ , $p \leq .0006$						

Note: PP(O) = Pay and Promotion (Organization)

The results of Multiple Regression Analysis (MRA) from Table 165 with the dimension of OCB called Work Individual Initiative as the criterion and violation of psychological contract as predictor showed that overall regression was significant ( $F_{(1,248)} = 11.93$ ,  $p < .0006$ ). Out of the 4 variables, one variable was retained into the regression equation that explained 04 percent of variance in total (Adjusted  $R^2 = .04$ ). The variable of VPC, namely Pay and Promotion (Organization) was found the negative predictors of the dimension of OCB called Individual Initiative.

**Question 15.** *What are the mean differences on the different dimensions of organizationally relevant outcome variables as functions of organizational units?*

Table 166

Multivariate Test of Significance (S=5, M=6, N=112 1/2) for Organizational Units

<i>Test Name</i>	<i>Value</i>	<i>Approx. F</i>	<i>Hypothes. DF</i>	<i>Error DF</i>	<i>p</i>
<i>Pillais</i>	1.09	3.59	90.00	1155.00	.00
<i>Hotellings</i>	2.00	5.03	90.00	1127.00	.00
<i>Wilks</i>	.23	4.22	90.00	1105.75	.00
<i>Roy s</i>	.58				

Table 167

Univariate F-test (5,244) D.F. showing the Effect of Organizational Units on Organizationally Relevant Outcome Variables

<i>Variables</i>	<i>SS Between</i>	<i>SS Within</i>	<i>MS Between</i>	<i>MS Within</i>	<i>F</i>	<i>p</i>
<i>JE</i>	6.92	1275.93	1.38	5.22	.27	.93
<i>SAC</i>	2.07.07	3631.02	41.41	14.88	2.78	.02
<i>BFE</i>	255.54	3995.81	51.10	16.37	3.12	.00
<i>TI</i>	121.28	1125.43	24.25	4.61	5.25	.00
<i>PJM</i>	164.99	2565.90	32.99	10.51	3.13	.00
<i>PGOE</i>	7170.78	7226.36	1434.16	29.61	48.42	.00
<i>RAOE</i>	1385.25	4552.65	277.05	18.65	14.84	.00
<i>POE</i>	633.10	2384.02	126.62	9.77	12.95	.00
<i>HROE</i>	759.58	1467.41	151.91	6.01	25.26	.00
<i>OPRO</i>	531.26	2466.96	106.25	10.11	10.50	.00
<i>SA</i>	139.34	3272.19	27.86	13.41	2.07	.07
<i>CC</i>	176.28	4648.61	35.25	19.05	1.85	.10
<i>NC</i>	16.92	872.76	3.38	3.57	.94	.45
<i>OA</i>	199.44	3365.05	39.88	13.79	2.89	.01
<i>OT</i>	677.37	6426.45	135.47	26.33	5.14	.00
<i>RE</i>	6.20	411.37	1.24	1.68	.73	.59
<i>CO</i>	132.29	3607.48	26.45	14.78	1.78	.11
<i>WR</i>	384.08	3060.31	76.82	12.54	6.12	.00
<i>JS</i>	395.04	1644.30	79.00	6.73	11.72	.00

Note: JE= Job Effectiveness, SAC= Sense of accomplishment and Contribution, BFE= Botheration Free Existence, TI= Turnover Intention, PJM= Perceived Job Mobility, PGOE= Profit and Growth Related Organizational Effectiveness, RAOE= Resources Acquisition Related organizational Effectiveness, POE= Perceived Overall Organizational effectiveness, HROE= human Resources Related Organizational Effectiveness, OPRO= Organizational Productivity, SA= Sense of Attachment (Affective Commitment), CC= Continuance Commitment, NC= Normative Commitment, OA= Organizational Attraction (Affective Commitment), OT= Vertical Trust, RE= Reputational Effectiveness, CO= Career Orientation, WR= Work Recognition, JS= Job Satisfaction

Table 168

*Newman-Keuls Test for Internal Mean Comparisons of the means of Bothereation Free Existence dimension of General Health Questionnaire as a function Organizational Units*

Mean	Organizational Units	OU4	OU5	OU1	OU3	OU2	OU6
20.63	OU4						
21.46	OU5						
22.36	OU1						
22.67	OU3						
23.46	OU2	*					
23.77	OU6	*					

Note. \*= Significant at  $p \leq .05$

In order to see the mean differences for the dimensions of organizationally relevant outcome variables as a function of the differences between the individual plants of organizations, a multivariate analysis of variance was computed with the six plants as the independent and the nineteen dimensions as the dependent measures. The results depicted in table 167 and table 168 showed that overall multivariate test of significance (  $S = 5$ ,  $M = 6$ ,  $N = 112 \frac{1}{2}$  ) was significant. However the subsequent univariate analysis of variance table 147 revealed that only thirteen out of the possible nineteen possible ANOVA for the dependent measures turned out to be significant, namely Sense of Accomplishment and Contribution ( $F_{(5,244)} = 2.78$ ,  $p \leq .02$ ) and Bothereation Free Existence ( $F_{(5,244)} = 3.12$ ,  $p \leq .00$ ) dimensions of General Health, Turnover Intention ( $F_{(5,244)} = 5.25$ ,  $p \leq .00$ ), Perceived Job Mobility ( $F_{(5,244)} = 3.13$ ,  $p \leq .00$ ), Profit and Growth Related Organizational Effectiveness ( $F_{(5,244)} = 48.42$ ,  $p \leq .00$ ), Resources Acquisition Related Organizational Effectiveness ( $F_{(5,244)} = 14.842$ ,  $p \leq .00$ ), Perceived Overall Organizational Effectiveness ( $F_{(5,244)} = 12.95$ ,  $p \leq .00$ ), Human Resources Related Organizational Effectiveness ( $F_{(5,244)} = 25.26$ ,  $p \leq .02$ ) dimensions of organizational Effectiveness, Organizational Productivity ( $F_{(5,244)} = 10.50$ ,  $p \leq .02$ ), Organizational Attraction ( $F_{(5,244)} = 2.89$ ,  $p \leq .01$ ) dimension of Organizational Commitment, Vertical Trust ( $F_{(5,244)} = 5.14$ ,  $p \leq .00$ ), Work Recognition ( $F_{(5,244)} = 6.12$ ,  $p \leq .00$ ), Job Satisfaction ( $F_{(5,244)} = 11.72$ ,  $p \leq .00$ ). In order to evaluate the actually significant mean differences, Newman-Keuls Test

(Table 143- 154) was applied. The table 148 shows that OU 2 and OU 6 were significantly higher than OU 4 in terms of their means on Bothereation Free existence dimension of General health. Apparently this indicated that Bothereation Free Existence was perceived significantly higher in OU 2 and OU 6 than OU 4.

Table 169

*Newman-Keuls Test for Internal Mean Comparisons of the means of Turnover Intention as a function Organizational Units*

Mean	Organizational Units	OU5	OU6	OU1	OU2	OU3	OU4
4.76	OU5						
4.90	OU6						
5.30	OU1						
5.66	OU2						
6.33	OU3	*	*				
6.83	OU4	*	*	*	*		

Note. \*= Significant at  $p \leq .05$

In order to evaluate the actually significant mean differences on the basis of Turnover Intention, Newman-Keuls Test was applied. The table 169 shows that OU 4 was significantly higher than organizations OU 5, OU 6, OU 1, and OU 2 in terms of their means on Turnover Intention. Apparently this indicated that Turnover Intention was perceived significantly higher in OU 4 than OU 5, OU 6, OU 1 and OU 2. Further, it also showed that OU 3 was perceived higher also on Turnover Intention than OU 5 and OU 6.

Table 170

*Newman-Keuls Test for Internal Mean Comparisons of the means of Perceived Job Mobility as a function Organizational Units*

Mean	Organizational Units	OU6	OU5	OU1	OU2	OU4	OU3
11.22	OU6						
11.58	OU5						
12.28	OU1						
13.00	OU2						
13.33	OU4	*					
13.66	OU3	*	*				

Note. \*= Significant at  $p \leq .05$

In order to evaluate the actually significant mean differences on the basis of Perceived Job Mobility, Newman-Keuls Test was applied. The table 170 shows that OU 3 was significantly higher than organizations OU 6 and OU 5 in terms of their means on Perceived Job Mobility. Apparently this indicated that Turnover Intention was perceived significantly higher in OU 3 than OU 6 and OU 5. Further, it also showed that OU 4 was perceived higher than OU 6.

Table 171

*Newman-Keuls Test for Internal Mean Comparisons of the means of Profit and Growth Related Organizational Effectiveness dimension of Organizational Effectiveness as a function Organizational Units*

Mean	<i>Organizational Units</i>	<i>OU4</i>	<i>OU3</i>	<i>OU1</i>	<i>OU2</i>	<i>OU5</i>	<i>OU6</i>
20.72	<i>OU4</i>						
20.85	<i>OU3</i>						
22.79	<i>OU1</i>						
23.14	<i>OU2</i>						
34.02	<i>OU5</i>	*	*	*	*		
34.54	<i>OU6</i>	*	*	*	*		

Note. \*= Significant at  $p \leq .05$

In order to evaluate the actually significant mean differences Newman-Keuls Test was applied. The table 171 shows that OU 5 and OU 6 was significantly higher than OU 4, OU 3, OU 1, and OU 2 in terms of their means on Profit and Growth Related Organizational Effectiveness dimension of organizational effectiveness. Apparently this indicated that Profit and Growth Related Organizational Effectiveness dimension of Organizational Effectiveness was perceived significantly higher in OU 5 and OU 6 than OU 4, OU 3, OU 1 and OU 2.

Table 172

*Newman-Keuls Test for Internal Mean Comparisons of the means of Resources Acquisition Related Organizational Effectiveness dimension of Organizational Effectiveness as a function Organizational Units*

Mean	Organizational Units	OU4	OU1	OU2	OU3	OU5	OU6
19.89	OU4						
20.08	OU1						
20.77	OU2						
21.47	OU3						
25.14	OU5	*	*	*	*		
26.90	OU6	*	*	*	*		

Note. \*= Significant at  $p \leq .05$

In order to evaluate the actually significant mean differences Newman-Keuls Test was applied. The table 172 shows that OU 5 and OU 6 was significantly higher than OU 4, OU 1, OU 2, and OU 3 in terms of their means on Resources Acquisition Related Organizational Effectiveness dimension of organizational effectiveness. Apparently this indicated that Resources Acquisition Related Organizational Effectiveness dimension of Organizational Effectiveness was perceived significantly higher in OU 5 and OU 6 than OU 4, OU 1, OU 2 and OU 3.

Table 173

*Newman-Keuls Test for Internal Mean Comparisons of the means of Perceived Overall Organizational Effectiveness dimension of Organizational effectiveness as a function Organizational Units*

Mean	Organizational Units	OU4	OU3	OU2	OU1	OU5	OU6
11.69	OU4						
12.40	OU3						
12.50	OU2						
13.13	OU1						
15.68	OU5	*	*	*	*		
16.59	OU6	*	*	*	*		

Note. \*= Significant at  $p \leq .05$

In order to evaluate the actually significant mean differences Newman-Keuls Test was applied. The table 173 shows that OU 5 and OU 6 was significantly higher than OU 4, OU 3, OU 2, and OU 1 in terms of their means on Perceived Overall



Organizational Effectiveness dimension of organizational effectiveness. Apparently this indicated that Perceived Overall Organizational Effectiveness dimension of Organizational Effectiveness was perceived significantly higher in OU 5 and OU 6 than OU 4, OU 3, OU 2 and OU 1.

Table 174

*Newman-Keuls Test for Internal Mean Comparisons of the means of Human Resources Acquisition Related Organizational Effectiveness dimension of Organizational effectiveness as a function Organizational Units*

Mean	<i>Organizational Units</i>	<i>OU4</i>	<i>OU3</i>	<i>OU1</i>	<i>OU2</i>	<i>OU5</i>	<i>OU6</i>
8.25	<i>OU4</i>						
8.35	<i>OU3</i>						
9.13	<i>OU1</i>						
10.03	<i>OU2</i>	*	*				
12.48	<i>OU5</i>	*	*	*	*		
13.31	<i>OU6</i>	*	*	*	*		

Note. \*= Significant at  $p \leq .05$

In order to evaluate the actually significant mean differences Newman-Keuls Test was applied. The table 174 shows that OU 5 and OU 6 was significantly higher than OU 4, OU 3, OU 1, and OU 2 in terms of their means on Human Resources Acquisition Related Organizational Effectiveness dimension of Organizational Effectiveness. Apparently this indicated that Human Resources Acquisition Related Organizational Effectiveness dimension of Organizational Effectiveness was perceived significantly higher in OU 5 and OU 6 than OU 4, OU 3, OU 1 and OU 2. Further, it was perceived that OU 2 was also perceived higher than OU 4 and OU 3.

Table 175

*Newman-Keuls Test for Internal Mean Comparisons of the means of Organizational Productivity as a function Organizational Units*

Mean	Organizational Units	OU4	OU2	OU3	OU1	OU5	OU6
10.77	OU4						
12.32	OU2	*					
12.42	OU3						
12.96	OU1	*					
13.58	OU5	*					
16.73	OU6	*	*	*	*		

Note. \*= Significant at  $p \leq .05$

In order to evaluate the actually significant mean differences Newman-Keuls Test was applied. The table 175 shows that OU 6 was significantly higher than OU 4, OU 2, OU 3, and OU 1 in terms of their means on Organizational Productivity. Apparently this indicated that Organizational Productivity was perceived significantly higher in OU 6 than OU 4, OU 2, OU 3 and OU 1. Further, it was perceived that OU 2, OU 1, and OU 5 were also perceived higher than OU 4.

Table 176

*Newman-Keuls Test for Internal Mean Comparisons of the means of Organizational Attraction (Affective Commitment) dimension of Organizational Commitment as a function Organizational Units*

Mean	Organizational Units	OU4	OU1	OU3	OU2	OU5	OU6
13.80	OU4						
14.86	OU1						
14.92	OU3						
15.58	OU2						
16.26	OU5	*					
16.95	OU6	*					

Note. \*= Significant at  $p \leq .05$

In order to evaluate the actually significant mean differences Newman-Keuls Test was applied. The table 176 shows that OU 6 and 5 were significantly higher than OU 4 in terms of their means on Organizational Attraction. Apparently this indicated that

Organizational Attraction was perceived significantly higher in OU 6 and OU 5 than OU 4.

Table 177

*Newman-Keuls Test for Internal Mean Comparisons of the means of Vertical Trust as a function Organizational Units*

Mean	<i>Organizational Units</i>	<i>OU4</i>	<i>OU1</i>	<i>OU3</i>	<i>OU2</i>	<i>OU5</i>	<i>OU6</i>
22.58	<i>OU4</i>						
22.98	<i>OU1</i>						
23.09	<i>OU3</i>						
25.73	<i>OU2</i>	*		*			
26.39	<i>OU5</i>	*	*	*			
25.72	<i>OU6</i>	*	*	*			

Note. \*= Significant at  $p \leq .05$

In order to evaluate the actually significant mean differences Newman-Keuls Test was applied. The table 177 shows that OU 6 and OU5 were significantly higher than OU 4, OU 1, and OU 3 in terms of their means on Vertical Trust. Apparently this indicated that Vertical Trust was perceived significantly higher in OU 6 and OU 5 than OU 4, OU 1 and OU 3. Further, it was perceived that OU 2 was also perceived higher than OU 4 and OU 3.

Table 178

*Newman-Keuls Test for Internal Mean Comparisons of the means of Work Recognition as a function Organizational Units*

Mean	<i>Organizational Units</i>	<i>OU1</i>	<i>OU4</i>	<i>OU3</i>	<i>OU2</i>	<i>OU5</i>	<i>OU6</i>
9.11	<i>OU1</i>						
10.47	<i>OU4</i>						
10.54	<i>OU3</i>						
10.75	<i>OU2</i>						
11.14	<i>OU5</i>						
14.00	<i>OU6</i>	*	*	*	*		

Note. \*= Significant at  $p \leq .05$

In order to evaluate the actually significant mean differences Newman-Keuls Test was applied. The table 178 shows that OU 6 was significantly higher than OU 1, OU 4, OU 3 and OU 2 in terms of their means on Work Recognition. Apparently this

indicated that Work Recognition was perceived significantly higher in OU 6 than OU 1, OU 4 and OU 3 and OU 2.

Table 179

Newman-Keuls Test for Internal Mean Comparisons of the means of Job Satisfaction as a function Organizational Units

Mean	Organizational Units	OU4	OU1	OU3	OU2	OU5	OU6
8.55	OU4						
9.39	OU1						
10.35	OU3	*					
10.64	OU2	*					
12.07	OU5	*	*	*	*		
12.54	OU6	*	*	*	*		

Note. \*= Significant at  $p \leq .05$

In order to evaluate the actually significant mean differences Newman-Keuls Test was applied. The table 179 shows that OU 6 and OU 5 were significantly higher than OU 4, OU 1, OU 3 and OU 2 in terms of their means on Job satisfaction. Apparently this indicated that Job satisfaction was perceived significantly higher in OU 6 and OU 5 than OU 4, OU 1 OU 3 and OU 2. Further, it was perceived that OU 2 and OU 3 were also perceived higher than OU 4.

**Question 16.** *How the various outcome variables differ on an average, across the factors of international collaborative venture status, and organizational size?*

It may be reiterated that several nominal or categorical variables were included in this research. They were International Collaborative Venture Status (Collaborative and Uncollaborative Organization), Organizational Size (Small and Large), Organizations (1-4), and Organizational Units (1-6). It was considered to be matter of interest to examine the variations of means of other variables in the study across these nominal variables. Consequently, the analyses were made with the factors, namely International Collaborative Venture Status (Collaborative and Uncollaborative Organization) and Organizational Size (Small and Large) taking all the outcome variables as the dependent measures. The ANOVA results for all of these

dependent measures showed that either the main effects of International Collaborative Venture Status and Organizational Size or the interaction effect with International Collaborative Venture Status and Organizational Size turned out to be significant. Out of 19 outcome variables, ANOVAs for twelve did not yield any significant  $F$ -ratios. Results of ANOVAs that yielded either significant main effect or interaction effect were presented in the following tables.

Table 180

*Multivariate Test of Significance ( $S=1$ ,  $M= 8 \frac{1}{2}$  ,  $N=113$ ) for International Collaborative Venture Status and Organizational Size in respect to outcome variables*

<i>Test Name</i>	<i>Value</i>	<i>Exact F</i>	<i>Hypoth. DF</i>	<i>Error</i>	<i>P</i>
<b><i>Pillais</i></b>	.24	3.89	19.00	228.00	.00
<b><i>Hotellings</i></b>	.32	3.89	19.00	228.00	.00
<b><i>Wilks</i></b>	.75	3.89	19.00	228.00	.00
<b>Roy s</b>	.24				

Table 181

*Univariate F-tests (1,246) for the Outcome Variables as Function of International Collaborative Venture Status and Organizational Size. Summary of 2 x 2 (International Collaborative Venture Status and Organizational Size) Analyses of Variance Results*

<i>Variables</i>	<i>SS Between</i>	<i>SS Within</i>	<i>MS Between</i>	<i>MS Within</i>	<i>F</i>	<i>p</i>
<i>PE</i>	.04	1277.33	.04	5.19	.01	.92
<i>SAC</i>	98.35	3695.15	98.35	15.02	6.54	.01
<i>BFE</i>	67.10	4128.17	67.10	16.78	3.99	.05
<i>TI</i>	20.92	1216.45	20.92	4.94	4.23	.04
<i>PJM</i>	75.68	2642.31	75.68	10.74	7.04	.00
<i>PGOE</i>	1066.70	11130.99	1066.70	45.24	23.57	.00
<i>RAOE</i>	35.35	5374.22	35.35	21.84	1.61	.20
<i>POE</i>	115.19	2798.17	115.19	11.37	10.12	.00
<i>HROE</i>	59.81	1920.55	59.81	7.80	7.66	.01
<i>OPRO</i>	34.32	2953.47	34.32	12.00	2.85	.09
<i>SA</i>	38.02	3356.16	38.04	13.64	2.78	.09
<i>CC</i>	13.46	4756.16	13.64	19.33	.69	.40
<i>NC</i>	1.24	878.00	.08	3.56	.34	.55
<i>OA</i>	.08	3531.29	1.24	14.35	.01	.93
<i>OT</i>	1.15	6723.36	1.15	27.33	.04	.83
<i>RE</i>	3.61	412.89	3.61	1.67	2.15	.14
<i>CO</i>	4.14	3722.53	4.14	15.13	.27	.60
<i>WR</i>	5.66	3240.98	5.66	13.17	.43	.51
<i>JS</i>	3.43	1950.68	3.43	7.92	.43	.51

*Note:* PE= Job Effectiveness, SAC= Sense of accomplishment and Contribution, BFE= Botheration Free Existence, TI= Turnover Intention, PJM= Perceived Job Mobility, PGOE= Profit and Growth Related Organizational Effectiveness, RAOE= Resources Acquisition Related organizational Effectiveness, POE= Perceived Overall Organizational effectiveness, HROE= Human Resources Related Organizational Effectiveness, OPRO= Organizational Productivity, SA= Sense of Attachment (Affective Commitment), CC= Continuance Commitment, NC= Normative Commitment, OA= Organizational Attraction (Affective Commitment), OT= Vertical Trust, RE= Reputational Effectiveness, CO= Career Orientation, WR= Work Recognition, JS= Job Satisfaction

Table 182

*Result of Analysis of Variance for Sense of Accomplishment and Contribution dimension of General Health with International Collaborative Venture Status and Organization Size*

<i>Source of Variation</i>	<i>Sum of Square</i>	<i>DF</i>	<i>Mean Square</i>	<i>F</i>	<i>p</i>
<i>Main Effects</i>	44.58	2	22.29	1.48	.22
<i>ICVS</i>	8.69	1	8.69	.58	.44
<i>SZ</i>	41.89	1	41.89	2.78	.09
<i>2-way Interactions</i>	98.35	1	98.35	6.54	.01
<i>ICVS, SZ</i>	98.35	1	98.35	6.54	.01
<i>Explained</i>	142.94	3	47.64	3.17	.03
<i>Residual</i>	3695.15	246	15.02		
<i>Total</i>	3838.10	249	15.41		

Note: ICVS = International Collaborative Venture Status, SZ = Organizational Size

Table 183

*Newman-Keuls Test for Internal Mean Comparisons of the means of Sense of Accomplishment and Contribution dimension of General Health Questionnaire as a function International Collaborative Venture Status and Organizational Size*

<i>Mean</i>	<i>Organization</i>	<i>UCL</i>	<i>CS</i>	<i>CL</i>	<i>UCS</i>
20.43	<i>UCL</i>				
21.25	<i>CS</i>				
21.65	<i>CL</i>				
22.66	<i>UCS</i>	*			

Note. \*= Significant at  $p \leq .05$

UCL= Uncollaborative-Large Organizations, UCS= Uncollaborative-Small Organizations, CL= Collaborative-Large Organizations, CS= Collaborative-Small Organizations

It was conjectured that the average general health would vary as a function of the interactive effects of the International Collaborative Venture Status (ICVS) and Organizational Size (OSZ). Consequently a two-way analysis of variance with ICVS X OSZ (2 x 2) was calculated for the Sense of Accomplishment and Contribution dimension of General Health. The results (Table 183) showed that both the main effects were non-significant. However, the interaction effect was significant. The internal mean comparison for the interaction mean showed that the uncollaborated smaller organization was higher on the mean of Sense of Accomplishment and

Contribution dimension of General Health, compare to Uncollaborated large organization. Specifically O 2 may be regarded as better compare to O 1.

Table 184

*Result of Analysis of Variance for Bothereation Free Existence Dimension of General Health with International Collaborative Venture Status and Organization Size*

<i>Source of Variation</i>	<i>Sum of Square</i>	<i>DF</i>	<i>Mean Square</i>	<i>F</i>	<i>p</i>
<i>Main Effects</i>	56.08	2	28.04	1.67	.19
<i>ICVS</i>	53.22	1	53.22	3.17	.07
<i>SZ</i>	.02	1	.02	.001	.97
<i>2-way Interactions</i>	67.11	1	67.10	3.99	.05
<i>ICVS, SZ</i>	67.11	1	67.10	3.99	.05
<i>Explained</i>	123.17	3	41.06	2.44	.06
<i>Residual</i>	4128.17	246	16.78		
<i>Total</i>	4251.36	249	17.07		

Note: ICVS = International Collaborative Venture Status, SZ = Organizational Size

It was conjectured that the average general health would vary as a function of the interactive effects of the International Collaborative Venture Status (ICVS) and Organizational Size (OSZ). Consequently a two-way analysis of variance with ICVS X OSZ (2 x 2) was calculated for the Bothereation Free Existence dimension of General Health. The results (Table 184) showed that both the main effects were non-significant. However, the interaction effect was significant. The internal mean comparison for the interaction mean showed non-significant results.



Table 185

*Result of Analysis of Variance for Turnover Intention with International Collaborative Venture Status and Organization Size*

<i>Source of Variation</i>	<i>Sum of Square</i>	<i>DF</i>	<i>Mean Square</i>	<i>F</i>	<i>p</i>
<i>Main Effects</i>	9.34	2	4.67	.95	.39
<i>ICVS</i>	7.13	1	7.13	1.44	.23
<i>SZ</i>	4.03	1	4.03	.82	.36
<i>2-way Interactions</i>	20.92	1	20.92	4.23	.04
<i>ICVS, SZ</i>	20.92	1	20.92	4.23	.04
<i>Explained</i>	30.27	3	10.09	2.04	.11
<i>Residual</i>	1216.45	246	4.94		
<i>Total</i>	1246.72	249	5.00		

Note: ICVS = International Collaborative Venture Status, SZ = Organizational Size

Table 186

*Newman-Keuls Test for Internal Mean Comparisons of the means of Turnover Intention as a function International Collaborative Venture Status and Organizational Size*

<i>Mean</i>	<i>Organization</i>	<i>UCL</i>	<i>CS</i>	<i>UCS</i>	<i>CL</i>
5.30	<i>UCL</i>				
5.53	<i>CS</i>				
5.66	<i>UCS</i>				
6.40	<i>CL</i>	*			

Note. \*= Significant at  $p \leq .05$

UCL= Uncollaborative-Large Organizations, UCS= Uncollaborative-Small Organizations, CL= Collaborative-Large Organizations, CS= Collaborative-Small Organization

It was conjectured that the Turnover Intention would vary as a function of the interactive effects of the International Collaborative Venture Status (ICVS) and Organizational Size (OSZ). Consequently a two-way analysis of variance with ICVS x OSZ (2 x 2) was calculated for the Turnover Intention. The results (Table 186) showed that both the main effects were non-significant. However, the interaction effect was significant. The internal mean comparison for the interaction mean showed that the Collaborated Large organization was higher on the mean of Turnover Intention, compare to Uncollaborated large organization. Specifically O 4 may be regarded as poorer compare to O 2.

Table 187

*Result of Analysis of Variance for Perceived Job Mobility with International Collaborative Venture Status and Organization Size*

<i>Source of Variation</i>	<i>Sum of Square</i>	<i>DF</i>	<i>Mean Square</i>	<i>F</i>	<i>p</i>
<i>Main Effects</i>	12.89	2	6.44	.60	.54
<i>ICVS</i>	.09	1	.09	.00	.92
<i>SZ</i>	12.70	1	12.70	1.18	.27
<i>2-way Interactions</i>	75.68	1	75.68	7.04	.00
<i>ICVS, SZ</i>	75.68	1	75.68	7.04	.00
<i>Explained</i>	88.58	3	29.52	2.74	.04
<i>Residual</i>	2642.31	246	10.74		
<i>Total</i>	2730.90	249	10.96		

Note: ICVS = International Collaborative Venture Status, SZ = Organizational Size

Table 188

*Newman-Keuls Test for Internal Mean Comparisons of the means Perceived Job Mobility of as a function International Collaborative Venture Status and Organizational Size*

<i>Mean</i>	<i>Organization</i>	<i>CS</i>	<i>UCL</i>	<i>UCS</i>	<i>CL</i>
12.14	<i>CS</i>				
12.28	<i>UCL</i>				
13.00	<i>UCS</i>				
13.75	<i>CL</i>	*	*		

Note. \*= Significant at  $p \leq .05$

It was conjectured that the Perceived Job Mobility would vary as a function of the interactive effects of the International Collaborative Venture Status (ICVS) and Organizational Size (OSZ). Consequently a two-way analysis of variance with ICVS x OSZ (2 x 2) was calculated for the Turnover Intention. The results (Table 188) showed that both the main effects were non-significant. However, the interaction effect was significant. The internal mean comparison for the interaction mean showed that the Collaborated Large organization was higher on the mean of Perceived Job Mobility compare to Collaborated Small and Uncollaborated Large organization. Specifically O 4 may be regarded as poorer compare to O 3, O 5, O6 and O 2.

Table 189

*Result of Analysis of Variance for Profit and Growth Related Organizational Effectiveness dimension of Organizational Effectiveness with International Collaborative Venture Status and Organization Size*

<i>Source of Variation</i>	<i>Sum of Square</i>	<i>DF</i>	<i>Mean Square</i>	<i>F</i>	<i>p</i>
<b>Main Effects</b>	2199.45	2	1099.72	24.30	.00
<i>ICVS</i>	473.09	1	473.09	10.45	.00
<i>SZ</i>	13.04	1	1304.83	28.83	.00
<b>2-way Interactions</b>	1066.70	1	1066.70	23.57	.00
<i>ICVS, SZ</i>	1066.70	1	1066.70	23.57	.00
<b>Explained</b>	3266.16	3	1088.72	24.06	.00
<b>Residual</b>	11130.99	246	45.24		
<b>Total</b>	14397.15	249	57.82		

Note: ICVS = International Collaborative Venture Status, SZ = Organizational Size

Table 190

*Newman-Keuls Test for Internal Mean Comparisons of the means of Profit and Growth related Organizational Effectiveness dimension of Organizational Effectiveness as a function International Collaborative Venture Status and Organizational Size*

<i>Mean</i>	<i>Organization</i>	<i>CL</i>	<i>UCL</i>	<i>UCS</i>	<i>CS</i>
20.27	<b>CL</b>				
22.79	<b>UCL</b>				
22.79	<b>UCS</b>				
29.37	<b>CS</b>	*	*	*	

Note. \*= Significant at  $p \leq .05$

UCL= Uncollaborative-Large Organizations, UCS= Uncollaborative-Small Organizations, CL= Collaborative-Large Organizations, CS= Collaborative-Small Organization

It was conjectured that the organizational effectiveness would vary as a function of the interactive effects of the International Collaborative Venture Status (ICVS) and Organizational Size (OSZ). Consequently a two-way analysis of variance with ICVS x OSZ (2 x 2) was calculated for the Profit and Growth related Organizational Effectiveness dimension of organizational effectiveness. The results (Table 190) showed that both the main effects and the interaction effect were significant. The internal mean comparison for the interaction mean showed that the Collaborated

Smaller organization was higher on the mean of Profit and Growth related Organizational Effectiveness dimension of organizational effectiveness, compare to Collaborated Large, Uncollaborated Large and Uncollaborated Small organization. Specifically, O 3, O 5 and O 6 may be regarded more effective than O 4, O 2 and O 1.

Table 191

*Result of Analysis of Variance for Perceived Overall Organizational Effectiveness dimension of Organizational Effectiveness with International Collaborative Venture Status and Organization Size*

<i>Source of Variation</i>	<i>Sum of Square</i>	<i>DF</i>	<i>Mean Square</i>	<i>F</i>	<i>p</i>
<i>Main Effects</i>	103.76	2	51.8	4.56	.01
<i>ICVS</i>	42.71	1	42.71	3.75	.05
<i>SZ</i>	39.49	1	39.49	3.47	.06
<i>2-way Interactions</i>	115.19	1	115.19	10.12	.00
<i>ICVS, SZ</i>	115.19	1	115.19	10.12	.00
<i>Explained</i>	218.95	3	72.98	6.41	.00
<i>Residual</i>	2798.17	246	11.37		
<i>Total</i>	3017.13	249	12.11		

Note: ICVS = International Collaborative Venture Status, SZ = Organizational Size

Table 192

*Newman-Keuls Test for Internal Mean Comparisons of the means of Perceived Overall Organizational Effectiveness as a function International Collaborative Venture Status and Organizational Size*

<i>Mean</i>	<i>Organization</i>	<i>CL</i>	<i>UCS</i>	<i>UCL</i>	<i>CS</i>
12.23	<i>CL</i>				
12.50	<i>UCS</i>				
13.13	<i>UCL</i>				
14.47	<i>CS</i>	*	*	*	

Note. \*= Significant at  $p \leq .05$

It was conjectured that the organizational effectiveness would vary as a function of the interactive effects of the International Collaborative Venture Status (ICVS) and Organizational Size (OSZ). Consequently a two-way analysis of variance with ICVS x OSZ (2 x 2) was calculated for the Perceived Overall Organizational Effectiveness dimension of organizational effectiveness. The results (Table 192) showed that both the main effects and the interaction effect were significant. The internal mean

comparison for the interaction mean showed that the Collaborated Small organization was higher on the mean of Perceived Overall Organizational Effectiveness dimension of organizational effectiveness compare to Collaborated Large, Uncollaborated Small and Collaborated Large organization. Specifically, O 3, O 5 and O 6 may be regarded more effective than O 4, O 1 and O 2.

Table 193

*Result of Analysis of Variance for Human Resources Acquisition related Organizational Effectiveness dimension of Organizational Effectiveness with International Collaborative Venture Status and Organization Size*

<i>Source of Variation</i>	<i>Sum of Square</i>	<i>DF</i>	<i>Mean Square</i>	<i>F</i>	<i>p</i>
<b>Main Effects</b>	246.62	2	123.31	15.79	.00
<b>ICVS</b>	5.67	1	5.67	.72	.39
<b>SZ</b>	215.75	1	215.75	27.63	.00
<b>2-way Interactions</b>	59.81	1	59.81	7.66	.00
<b>ICVS, SZ</b>	59.81	1	59.81	7.66	.00
<b>Explained</b>	306.44	3	102.14	13.08	.00
<b>Residual</b>	1920.55	246	7.80		
<b>Total</b>	2226.99	249	8.94		

Note: ICVS = International Collaborative Venture Status, SZ = Organizational Size

Table 194

*Newman-Keuls Test for Internal Mean Comparisons of the means of Human Resources Acquisition Related Organizational Effectiveness as a function International Collaborative Venture Status and Organizational Size*

<i>Mean</i>	<i>Organization</i>	<i>CL</i>	<i>UCL</i>	<i>UCS</i>	<i>CS</i>
8.18	<b>CL</b>				
9.13	<b>UCL</b>				
10.04	<b>UCS</b>	*			
11.15	<b>CS</b>	*	*	*	

Note. \*= Significant at  $p \leq .05$

UCL= Uncollaborative-Large Organizations, UCS= Uncollaborative-Small Organizations, CL= Collaborative-Large Organizations, CS= Collaborative-Small Organization

It was conjectured that the organizational effectiveness would vary as a function of the interactive effects of the International Collaborative Venture Status (ICVS) and Organizational Size (OSZ). Consequently a two-way analysis of variance with ICVS

x OSZ (2 x 2) was calculated for the Human Resources Acquisition related Organizational Effectiveness dimension of organizational effectiveness. The results (Table 194) showed that the main effect of Organizational Size and the interaction effect were significant. The internal mean comparison for the interaction mean showed that the Collaborated Smaller organization was higher on the mean of Human Resources Acquisition related Organizational Effectiveness dimension of organizational effectiveness, compare to Collaborated Large, Uncollaborated Large and Collaborated Small organization. Specifically, O 3, O 5 and O 6 may be regarded more effective than O 4, O 2 and O 1.

*Question 17 How Collaborative and Uncollaborative organizations are different on the basis of self-management perceptions and practices, emotional intelligence, and organizational citizenship behavior?*

Table 195

*Discriminant Analysis Results for the Dimensions of Self-Management Perceptions and Practices, Emotional Intelligence, and Organizational Citizenship Behavior as the discriminating and International Collaborative Venture Status in terms of collaborative / uncollaborative as the criterion variables*

<i>Variables</i>	<i>Function 1</i> ..... <i>SDF Coefficients</i>		
<i>PPr</i>	.61		
<i>SPFPc</i>	-.23		
<i>SKP</i>	-.65		
<i>CT</i>	.59		
<i>WM</i>	.33		
<i>SFP</i>	.36		
<i>SPO</i>	.51		
<i>GC</i>	-.35		
-----			
<i>Rc</i>	.34		
$\chi^2$	30.07		
<i>Df</i>	8		
<i>P</i>	.0002		
<i>Centroids of Group 1</i>	.41		
<i>Centroids of Group 2</i>	-.32		
<i>Prediction Results</i> -----			
<i>Actual Group</i>	<i>Group 1</i>		<i>Group 2</i>
<i>Total</i>			
<i>Actual N of cases</i>	57	52	109
<i>Predicted N of cases</i>	37	104	141

Note: SDF = Standardized Discriminant Function, PPr = Planning, Practice, SPFPc = Supervisory Performance and Feedback Perception, SKP = Self Knowledge of Perception, CT = Conservation of Time, WM = Work mindedness, SFP = Social and Functional Participation, SPO = Sportsman Spirit, GC = Generalized Compliance

One of the concerns of present research was to identify the dimensions pertaining to the Self-Management Perceptions and Practices, Emotional Intelligence, and OCB that could significantly discriminate whether or not the organizations in sample were collaborative ventures with some foreign company or existed on its own without such a collaboration. A multiple discriminant analysis was done for the purpose with the

dimensions of Self-Management, Emotional Intelligence, and OCB as discriminating variable and collaborative and uncollaborative status as the criterion. The result (Table 195) showed that one significant discriminant function was obtained that explained 11.56 per cent variance in the criterion ( $R_c^2 = .1156$ ,  $\chi^2 = 30.07$ ,  $p \leq .0002$ ). A perusal of the SDF coefficient revealed that the function of the nature that was dominated by the Planning Practice, Conservation of Time, Work Mindedness, Social and Functional Participation, and Sportsman Spirit. The function could be considered as relatively low or lacking in Supervisory Performance Feedback Perception, Self-Knowledge of Performance, and Generalized Compliance. The function surprisingly did not have any significant discriminating coefficient belonging to the construct of emotional intelligence. The function was related to group 1 in a relatively highly manner. Results could be interpreted to mean that the uncollaborated organizations would have more Planning Practice, Conservation of Time, Work Mindedness, Social and Functional Participation, and Sportsman Spirit. By contrasts the collaborated organizations could be thought of as relatively high on Supervisory Performance Feedback Perception, Self-Knowledge of Performance, and Generalized Compliance. Considering that the other results had indicated that the collaborated organizations were showing better performance, the results of discriminant analysis indicated that the Supervisory Performance Feedback Perception, Self-Knowledge of Performance, and Generalized Compliance dimension of OCB could be found in greater proportion in the collaborated organizations. The predictor results showed that 77.30 per cent cases could be correctly classified.

*Question 18. How organizations in the sample, might be discriminated from one another are different based on self-management perceptions and practices, emotional intelligence, and organizational citizenship behavior?*



Table 196

*Discriminant Analysis Results for the Dimensions of Self-Management Perceptions and Practices, Emotional Intelligence, and Organizational Citizenship Behavior as the discriminating and Organizations (1-4) as the criterion variables*

<i>Variables</i>	<i>Function 1 SDF Coefficients</i>	<i>Function 2 SDF Coefficients</i>		<i>Function 3 SDF Coefficients</i>	
<i>SPPc</i>	.02	-.40		-.07	
<i>PPr</i>	-.60	.23		.47	
<i>SEPC</i>	.41	.22		.22	
<i>ACPr</i>	.32	-.45		-.00	
<i>SKP</i>	.46	-.26		-.19	
<i>COR</i>	.47	.23		-.19	
<i>CT</i>	.09	.33		.50	
<i>OP</i>	-.55	.35		-.49	
<i>WM</i>	.08	.02		.57	
<i>CV</i>	.19	.25		-.33	
<i>SFP</i>	-.40	.38		.24	
<i>ALT</i>	-.22	-.03		.23	
<i>SPO</i>	-.03	.18		.50	
<i>INI</i>	.47	.13		-.30	
<i>GC</i>	-.24	-.66		.12	
<i>APSC</i>	.50	-.20		.15	
<i>CPS</i>	-.32	.29		-.12	
<i>Rc</i>	.49	.36		.32	
$\chi^2$	125.19	58.48		25.30	
<i>Df</i>	51	32		15	
<i>P</i>	.0000	.0029		.0459	
<i>Centroids of Group 1</i>	-.46	-.16		.70	
<i>Centroids of Group 2</i>	.22	.68		-.00	
<i>Centroids of Group 3</i>	.67	-.36		-.24	
<i>Centroids of Group 4</i>	-.60	-.03		-.28	
<i>Predicted Group</i>	Group 1	Group 2	Group 3	Group 4	Total
<i>Actual Group 1</i>	20	6	13	14	53
<i>Actual Group 2</i>	8	28	14	6	56
<i>Actual Group 3</i>	6	7	49	14	76
<i>Actual Group 4</i>	12	7	14	32	65

Note: SDF = Standardized Discriminant Function, SPPc = Self Perceived Performance Perception, PPr = Planning Practice, SEPC = Self-Efficacy Perception, ACPr = Access and Catch Practice, SKP = Self Knowledge of Perception, COR = Concern for Organizational Resources, CT = Conservation of Time, OP = Organizational Pride, WM = Work mindedness, CV = Civic Virtue, SFP = Social and Functional Participation, ALT = Altruism, SPO = Sportsman Spirit, INI = Individual

Initiative, GC = Generalized Compliance, APSC = Assertiveness and Self Concept, CPS = Controlled Problem Solving.

**(Function 1)** One of the concerns of present research was to identify the Dimensions pertaining to the Self-Management Perceptions and Practices, Emotional Intelligence, and OCB that could significantly discriminate between the organizations in sample. A multiple discriminant analysis was done for the purpose with the Dimensions of Self-Management, Emotional Intelligence, and OCB as discriminating variable and organizations (1-4) as the criterion. The result (Table 196) showed that three significant discriminant functions were obtained. The results of first function explained 24.01 per cent variance in the criterion ( $R_c^2 = .2401$ ,  $\chi^2 = 125.19$ ,  $p \leq .0000$ ). A perusal of the SDF coefficient revealed that the function of the nature that was dominated by the *Assertiveness and Positive Self Concept, Concern for Organizational Resources, Individual Initiative, Self-Knowledge of Performance, Self-Efficacy Perception, and Access and Catch Up practices*. The function could be considered as relatively low or lacking in *Controlled Problem Solving, Social and Functional Participation, Organizational Pride and Planning Practice*. The function was related to group 3 in a relatively highly manner. Results could be interpreted to mean that the organization 3 would have more *Assertiveness and Positive Self Concept, Concern for Organizational Resources, Individual Initiative, Self-Knowledge of Performance, Self-Efficacy Perception, and Access and Catch Up practices*. By contrasts the organization 4 could be thought of as relatively high on *Controlled Problem Solving, Social and Functional Participation, Organizational Pride and Planning Practice*. Considering that the other results had indicated that the organization 3 was showing better performance, the results of discriminant analysis indicated that the *Controlled Problem Solving, Social and Functional Participation, Organizational Pride* dimension of OCB and *Planning Practice* dimension of self-management could be found in greater proportion in the organization 4. The predictor results showed that per cent cases could be correctly classified.

**(Function 2)** One of the concerns of present research was to identify the Dimensions pertaining to the Self-Management Perceptions and Practices, Emotional Intelligence, and OCB that could significantly discriminate between the organizations

in sample. A multiple discriminant analysis was done for the purpose with the Dimensions of Self-Management, Emotional Intelligence, and OCB as discriminating variable and organizations (1-4) as the criterion. The result (Table 140) showed that three significant discriminant functions were obtained. The results of second function explained 12.96 per cent variance in the criterion ( $R_c^2 = .1296$ ,  $\chi^2 = 58.48$ ,  $p \leq .0029$ ). A perusal of the SDF coefficient revealed that the function of the nature that was dominated by the *Social and Functional Participation, Organizational Pride, and Conservation of Time*. The function could be considered as relatively low or lacking in *Self Perceived Performance Perception, Access and Control Practices, and Generalized Compliance*. The function was related to group 2 in a relatively highly manner. Results could be interpreted to mean that the Organization 2 would have more *Social and Functional Participation, Organizational Pride, and Conservation of Time*. By contrasts the organization 3 could be thought of as relatively high on *Self Perceived Performance Perception, Access and Control Practices, and Generalized Compliance*. Considering that the other results had indicated that the organization 2 was showing better performance, the results of discriminant analysis indicated that the *Social and Functional Participation, Organizational Pride, and Conservation of Time* dimension of OCB could be found in greater proportion in the organization 2. The predictor results showed that per cent cases could be correctly classified.

**(Function 3)** One of the concerns of present research was to identify the Dimensions pertaining to the Self-Management Perceptions and Practices, Emotional Intelligence, and OCB that could significantly discriminate between the organizations in sample. A multiple discriminant analysis was done for the purpose with the Dimensions of Self-Management, Emotional Intelligence, and OCB as discriminating variable and organizations (1-4) as the criterion. The result (Table 140) showed that three significant discriminant functions were obtained. The results of third function explained 10.24 per cent variance in the criterion ( $R_c^2 = .1024$ ,  $\chi^2 = 25.30$ ,  $p \leq .0459$ ). A perusal of the SDF coefficient revealed that the function of the nature that was dominated by the *Work Mindedness, Conservation of Time, Sportsman Spirit, and Planning Practice*. The function could be considered as relatively low or lacking in *Individual Initiative, Civic Virtue, and Organizational Pride*. The function was related

to group 1 in a relatively highly manner. Results could be interpreted to mean that the organization 1 would have more *Work Mindedness*, *Conservation of Time*, *Sportsman Spirit and Planning Practice*. By contrasts the organization 4 could be thought of as relatively high on *Individual Initiative*, *Civic Virtue*, and *Organizational pride*. The results of discriminant analysis indicated that the *Work Mindedness*, *Conservation of Time*, and *Sportsman Spirit*, dimension of OCB and *Planning Practice* dimension of self-management could be found in greater proportion in the organization 1. The predictor results showed that per cent cases could be correctly classified.

*Question 19. What are the mean differences on the different dimensions of self-management perception and practice, emotional intelligence, and organizational citizenship behavior as functions of organizational units?*

Table 197

*Multivariate Test of Significance (S=5, M=6, N=112 1/2) for the Organizational Units to see the mean differences on the basis of Organizational Citizenship Behavior and Self-Management Perceptions and Practices*

<i>Test Name</i>	<i>Value</i>	<i>Approx. F</i>	<i>Hypoth. DF</i>	<i>Error DF</i>	<i>p</i>
<i>Pillais</i>	.32	1.47	55.00	1190.00	.015
<i>Hotellings</i>	.35	1.49	55.00	1162.00	.013
<i>Wilks</i>	.72	1.48	55.00	1086.00	.014
<i>Roy s</i>	.13				

Table 198

*Univariate F-test (5,244) D.F. to See the Effect of Organizational Units on Organizational Citizenship Behavior*

<i>Variables</i>	<i>SS Between</i>	<i>SS Within</i>	<i>MS Between</i>	<i>MS Within</i>	<i>F</i>	<i>p</i>
<i>ES</i>	33.73	1592.48	6.74	6.52	1.03	.398
<i>COR</i>	80.00	2127.29	16.00	8.71	1.83	.107
<i>CT</i>	21.81	736.77	4.36	3.01	1.45	.209
<i>OP</i>	107.81	2299.71	21.56	9.42	2.29	.047
<i>WM</i>	17.00	896.51	3.40	3.67	.93	.465
<i>CV</i>	159.96	3604.03	31.99	14.77	2.16	.059
<i>SFP</i>	123.46	3285.77	24.69	13.46	1.83	.107
<i>ALT</i>	27.81	1478.58	5.56	6.05	.92	.470
<i>SPO</i>	92.68	2054.37	18.53	8.41	2.20	.055
<i>INI</i>	87.16	1824.43	17.43	7.47	2.33	.043
<i>GC</i>	24.38	1450.95	4.87	5.94	.82	.536

Note: ES= Emotional Support, COR = Concern for Organizational Resources, CT = Conservation of Time, OP = Organization Pride, WM = Work Mindedness, CV = Civic Virtue, SFP = Social and Functional Participation, ALT = Altruism, SPO = Sportsman Spirit, INI = Individual Initiative, GC = Generalized Compliance

In order to see the mean differences for the dimensions of OCB as a function of the differences between the individual plants of organizations, a multivariate analysis of variance was computed with the six plants as the independent and the nineteen dimensions as the dependent measures. The results depicted in table 197 and table 198 showed that overall multivariate test of significance (  $S = 5$ ,  $M = 6$ ,  $N = 112 \frac{1}{2}$  ) was significant. However the subsequent univariate analysis of variance table 161 revealed that only two out of the possible eleven possible ANOVA for the dependent measures turned out to be significant, namely Organizational Pride ( $F_{(5,244)} = 2.29$ ,  $p \leq .05$ ) and Individual Initiative ( $F_{(5,244)} = 2.33$ ,  $p \leq .00$ ) dimensions of General Health. In order to evaluate the actually significant mean differences, Newman-Keuls Test was applied. The results showed that organizations were not significantly different in terms of their means on different dimensions of OCB.

Table 199

*Multivariate Test of Significance ( $S=1$ ,  $M= 2 \frac{1}{2}$ ,  $N=119$ ) for the Organizational Units to see the mean differences on the basis of Self-Management Perceptions and Practices*

<i>Test Name</i>	<i>Value</i>	<i>Exact F</i>	<i>Hypoth. DF</i>	<i>Error</i>	<i>p</i>
<i>Pillais</i>	.25	1.79	35.00	1210.00	.003
<i>Hotellings</i>	.27	1.81	35.00	1182.00	.003
<i>Wilks</i>	.77	1.80	35.00	1003.61	.003
<i>Roy s</i>	.12				

Table 200

*Univariate F-test (5,244) D.F. to See the Effect of Organizational Units on the basis Self Management Perceptions and Practice*

<i>Variables</i>	<i>SS Between</i>	<i>SS Within</i>	<i>MS Between</i>	<i>MS Within</i>	<i>F</i>	<i>p</i>
<i>SPPc</i>	23.50	5518.49	4.70	22.61	.20	.959
<i>PPr</i>	182.98	2572.95	10.54	10.54	3.47	.005
<i>SEPC</i>	513.09	6152.84	25.21	25.21	4.06	.001
<i>ACPr</i>	121.14	3213.35	13.16	13.16	1.83	.106
<i>SPFPc</i>	30.94	715.84	2.93	2.93	2.10	.065
<i>EMPr</i>	19.26	2167.39	8.88	8.88	.43	.825
<i>SKP</i>	54.29	3436.49	14.08	14.08	.77	.571

Note: SPPc = Self Performance Perception, PPr = Planning Practice, SEPC = Self Efficacy perception, ACPr = Access and Catch up Practices, SPFPc = Supervisory Performance Feedback Perception, EMPr = Emotion Management perception, SKP = Self knowledge of Performance

Table 201

*Newman-Keuls Test for Internal Mean Comparisons of the means of Planning Practice dimension of Self Management Perception and Practice as a function Organizational Units*

Mean	<i>Organizational Units</i>	<i>OU3</i>	<i>OU4</i>	<i>OU2</i>	<i>OU5</i>	<i>OU1</i>	<i>OU6</i>
10.55	<i>OU3</i>						
11.25	<i>OU4</i>						
11.96	<i>OU2</i>						
12.34	<i>OU5</i>						
12.93	<i>OU1</i>	*					
13.05	<i>OU6</i>	*					

Note. \*= Significant at  $p \leq .05$

In order to see the mean differences for the dimensions of Self Management Perception and Practice Variables as a function of the differences between the individual plants of organizations, a multivariate analysis of variance was computed with the six plants as the independent and the seven Dimensions as the dependent measures. The results depicted in table 200 and table 201 showed that overall multivariate test of significance (  $S = 5, M = 6, N = 112 \frac{1}{2}$  ) was significant. However the subsequent univariate analysis of variance table 163 revealed that only two out of the possible seven possible ANOVA for the dependent measures turned out to be significant, namely Planning Practice (  $F_{(5,244)} = 3.47, p \leq .005$  ) and self Efficacy Perception (  $F_{(5,244)} = 4.06, p \leq .001$  ) dimensions of self management. In order to evaluate the actually significant mean differences, Newman-Keuls Test was applied. The table 201 shows that OU 6 and OU 1 were significantly higher than OU 3 in terms of their means on Planning Practice dimension of self management perception and practice. Apparently this indicated that Planning Practice was perceived significantly higher in OU 6 and OU 1 than OU 3.

Table 202

*Newman-Keuls Test for Internal Mean Comparisons of the means of Self-Efficacy Perception dimension of Self Management Perception and Practice as a function Organizational Units*

Mean	<b>Organizational Units</b>	<b>OU6</b>	<b>OU5</b>	<b>OU1</b>	<b>OU4</b>	<b>OU2</b>	<b>OU3</b>
26.72	<b>OU6</b>						
27.80	<b>OU5</b>						
27.85	<b>OU1</b>						
29.08	<b>OU4</b>						
30.43	<b>OU2</b>	*					
30.93	<b>OU3</b>	*		*			

Note. \*= Significant at  $p \leq .05$

In order to evaluate the actually significant mean differences, Newman-Keuls Test was applied. The table 202 shows that OU 3 and OU 2 were significantly higher than OU 6 in terms of their means on self Efficacy dimension of self management

perception and practice. Apparently this indicated that Self Efficacy was perceived significantly higher in OU 3 and OU 2 than OU 6.

*Question 20. What are the mean differences on the different dimensions of violations of psychological contract, organizational support, and organizational structure as functions of organizational units?*

Table 203

*Multivariate Test of Significance (S=5, M= 4, N=114 ½ ) for Organizational Units in respect to Psychological Contract, Organizational Support, and Organizational Structure*

<i>Test Name</i>	<i>Value</i>	<i>Exact F</i>	<i>Hypoth. DF</i>	<i>Error</i>	<i>p</i>
<i>Pillais</i>	.66	2.55	70.00	1175.00	.000
<i>Hotellings</i>	.80	2.61	70.00	1147.00	.000
<i>Wilks</i>	.46	2.59	70.00	1103.87	.000
<i>Roy s</i>	.24				

Table 204

Univariate F-test (5,244) D.F. for the effect of Organizational Units on Psychological Contract, Organizational Support and Organizational Structure

<i>Variables</i>	<i>SS Between</i>	<i>SS Within</i>	<i>MS Between</i>	<i>MS Within</i>	<i>F</i>	<i>p</i>
<i>ED (O)</i>	303.69	2828.96	60.74	11.59	5.24	.0001
<i>PP (O)</i>	660.07	1723.53	132.01	7.06	18.69	.0000
<i>PPS(E)</i>	152.70	1898.34	30.54	7.78	3.93	.0019
<i>OSUP</i>	588.96	6229.14	117.79	25.52	4.61	.0005
<i>AE</i>	273.63	3637.55	54.73	14.90	3.67	.0032
<i>FLN</i>	763.31	5790.79	152.66	23.73	6.43	.0000
<i>CLN</i>	175.13	3273.03	35.02	13.41	2.61	.0254
<i>PTN</i>	150.21	3305.37	30.04	13.54	2.22	.0532

Note: ED = Employee Development (by Organization), PP(O) = Pay and Promotion (by Organization), PPS (E) = Pay, Promotion and Security (by Employee), OSUP = Organizational Supportiveness, AE = Appreciation of Effort, FLN = Formalization, CLN = Centralization, PTN = Participation



Table 205

*Newman-Keuls Test for Internal Mean Comparisons of the means of Employee Development (Organization) Dimension of Violation of Psychological Contract as a function Organizational Units*

Mean	<b>Organizational Units</b>	<b>OU3</b>	<b>OU2</b>	<b>OU4</b>	<b>OU1</b>	<b>OU5</b>	<b>OU6</b>
8.87	<b>OU3</b>						
9.96	<b>OU2</b>						
10.39	<b>OU4</b>						
10.98	<b>OU1</b>	*					
11.91	<b>OU5</b>	*					
12.50	<b>OU6</b>	*	*	*			

Note. \*= Significant at  $p \leq .05$

In order to see the mean differences for the different dimensions of Violation of Psychological Contract, Organizational Support and Organizational Structure Variables as a function of the differences between the individual plants of organizations, a multivariate analysis of variance was computed with the six plants as the independent and the fourteen Dimensions as the dependent measures. The results depicted in table 203 and 204 showed that overall multivariate test of significance ( $S = 5$ ,  $M = 4$ ,  $N = 114 \frac{1}{2}$ ) was significant. However the subsequent univariate analysis of variance table 161 revealed that only eight out of the possible fourteen possible ANOVA for the dependent measures turned out to be significant, namely Employee Development (by Organization) ( $F_{(5,244)} = 5.24$ ,  $p \leq .0001$ ), Pay and Promotion (by Organization) ( $F_{(5,244)} = 18.69$ ,  $p \leq .0000$ ), Pay, Promotion and Security (by Employee) ( $F_{(5,244)} = 3.93$ ,  $p \leq .0019$ ), Organizational Supportiveness ( $F_{(5,244)} = 4.61$ ,  $p \leq .0005$ ), Appreciation of Effort ( $F_{(5,244)} = 3.67$ ,  $p \leq .0032$ ), Formalization ( $F_{(5,244)} = 6.43$ ,  $p \leq .0000$ ), Centralization ( $F_{(5,244)} = 2.61$ ,  $p \leq .0254$ ), Participation ( $F_{(5,244)} = 2.22$ ,  $p \leq .0532$ ) Dimensions of Psychological Contract, Organizational Support and Organizational Structure. In order to evaluate the actually significant mean differences, Newman-Keuls Test was applied. The table 205 shows that OU 6 was significantly higher than OU 3, OU 2 and O4 in terms of their means on Employee development (by organization) dimension of Violation of Psychological Contract. Further, it was perceived that OU 5 and OU 1 were also higher than OU 3.

Apparently this indicated that Employee development (by organization) dimension of Violation of Psychological Contract was perceived significantly higher in OU 6, OU 5 and OU 1.

Table 206

*Newman-Keuls Test for Internal Mean Comparisons of the means of Pay and Promotion (Organization) Dimension of Violation of Psychological Contract as a function Organizational Units*

Mean	<i>Organizational Units</i>	<i>OU3</i>	<i>OU4</i>	<i>OU2</i>	<i>OU1</i>	<i>OU6</i>	<i>OU5</i>
8.40	<i>OU3</i>						
9.25	<i>OU4</i>						
9.66	<i>OU2</i>						
12.00	<i>OU1</i>	*	*	*			
12.04	<i>OU6</i>	*	*	*			
12.76	<i>OU5</i>	*	*	*			

Note. \*= Significant at  $p \leq .05$

In order to evaluate the actually significant mean differences, Newman-Keuls Test was applied. The table 206 shows that OU 6, OU 5, and OU 1 were significantly higher than OU 3, OU 4 and OU 2 in terms of their means on Pay and Promotion (by organization) dimension of Violation of Psychological Contract. Further, it was perceived that OU 5 and OU 1 were also higher than OU 3. Apparently this indicated that Employee development (by organization) dimension of violation of psychological contract was perceived significantly higher in OU 6, OU 5 and OU 1 than OU 3, OU 4 and OU 2.

Table 207

*Newman-Keuls Test for Internal Mean Comparisons of the means of Pay, Promotion and Security (Employee) Dimension of Violation of Psychological Contract as a function Organizational Units*

Mean	<i>Organizational Units</i>	<i>OU4</i>	<i>OU2</i>	<i>OU1</i>	<i>OU3</i>	<i>OU6</i>	<i>OU5</i>
11.14	<i>OU4</i>						
11.84	<i>OU2</i>						
11.94	<i>OU1</i>						
12.43	<i>OU3</i>						
13.18	<i>OU6</i>	*					
13.55	<i>OU5</i>	*					

Note. \*= Significant at  $p \leq .05$

In order to evaluate the actually significant mean differences, Newman-Keuls Test was applied. The table 207 shows that OU 5 and OU 6 were significantly higher than OU 4, OU 2, OU 1 and OU 3 in terms of their means on Pay, Promotion and Security (by Employees) dimension of Violation of Psychological Contract. Apparently this was indicated that Pay, Promotion and Security (by Employees) dimension of violation of psychological contract was perceived significantly higher in OU 5 and OU 6 than OU 4, OU 2, OU 1 and O3.

Table 208

*Newman-Keuls Test for Internal Mean Comparisons of the means of Organizational Supportiveness dimension of Organizational Support as a function Organizational Units*

Mean	<i>Organizational Units</i>	<i>OU4</i>	<i>OU1</i>	<i>OU3</i>	<i>OU2</i>	<i>OU5</i>	<i>OU6</i>
21.08	<i>OU4</i>						
21.68	<i>OU1</i>						
22.02	<i>OU3</i>						
23.45	<i>OU2</i>						
24.70	<i>OU5</i>	*	*				
25.96	<i>OU6</i>	*	*	*			

Note. \*= Significant at  $p \leq .05$

In order to evaluate the actually significant mean differences, Newman-Keuls Test was applied. The table 208 shows that OU 6 and OU 5 were significantly higher than

OU 4 and OU 1 in terms of their means on Organizational Supportiveness dimension of organizational support. Further, it was also perceived that OU 6 was also higher than OU 3. Apparently this was indicated that Organizational Supportiveness dimension of organizational support was perceived significantly higher in OU 6. and OU 5 than OU 4 and OU 1.

Table 209

*Newman-Keuls Test for Internal Mean Comparisons of the means of Appreciation of Effort dimension of Organizational Support as a function Organizational Units*

Mean	Organizational Units	OU4	OU3	OU1	OU2	OU5	OU6
14.61	OU4						
14.98	OU3						
15.25	OU1						
15.75	OU2						
17.21	OU5	*					
17.86	OU6	*	*	*	*		

Note. \*= Significant at  $p \leq .05$

In order to evaluate the actually significant mean differences, Newman-Keuls Test was applied. The table 209 shows that OU 6 was significantly higher than OU 4, OU 3, OU 1, and OU 2 in terms of their means on Appreciation of Effort dimension of organizational support. Further, it was also perceived that OU 5 was also higher than OU 4. Apparently this was indicated that Appreciation of Effort dimension of organizational support was perceived significantly higher in OU 6 and OU 5.

Table 210

*Newman-Keuls Test for Internal Mean Comparisons of the means of Formalization dimension of Organizational Structure as a function Organizational Units*

Mean	Organizational Units	OU2	OU1	OU4	OU5	OU3	OU6
19.57	OU2						
19.72	OU1						
21.31	OU4						
21.95	OU5						
23.50	OU3	*	*				
24.68	OU6	*	*	*	*		

Note. \*= Significant at  $p \leq .05$

In order to evaluate the actually significant mean differences, Newman-Keuls Test was applied. The table 210 shows that OU 6 was significantly higher than OU 2, OU 1, OU 4, and OU 5 in terms of their means on Formalization dimension of organizational structure. Further, it was also perceived that OU 3 was also higher than OU 2 and OU 1. Apparently this was indicated that Formalization dimension of organizational structure was perceived significantly higher in OU 6 and OU 3.

### ***Qualitative Analysis***

*Question 21. Think of a person in your work experience who has been the most ideally suited person to the organizationally setting to which you belong. He/she may not be existing at present, might have existed in the past but he/she has to be the person whom you consider the best and the most ideally suited in your organizational context in an overall sense. Now tell me in as many words as possible for you about the positive qualities that this person possessed / possess, and why do you consider these qualities to be important ?*

Table 211

*The Characteristics of An Ideal Organizational Citizen (N=126)*

Serial No.	Characteristics of An Ideal Citizen	Frequency
	<b>Organizational Citizenship Behavior</b>	
1	Organizational Pride	9
2	Support for Subordinate	10
3	Friendly Attitude	11
4	Straightforward and Transparent	11
5	Fairness	14
6	Generalized Compliance	16
7	Loyalty and Integrity	20
8	Good Human Values	21
9	Altruism and Helping	23
10	Team-Worker	26
11	Sincere, Committed, & Dedicate	31
		192
	<b>Managerial Skills</b>	
12	Practical Problem Solving Skills	8
13	Good Decision Making Skills	10
14	Good Communication Skills	17
15	Caring and Understanding Others	18
16	Hard Worker	20
17	Good Management Skills in General	21
18	Entrepreneur & Visionary Leader	26
		120
	<b>In-Role Behavior</b>	
19	Time, Quality, and Cost Conscious	10
20	Analytical Skills	17
21	Well Qualified	40
		67
	<b>Emotional Intelligence Skills</b>	
22	Flexibility and Adaptation	2
23	Thinks by heart	3
24	Self-Control and Self Motivation	3
25	Positive Approach and Thinking	5
26	Copes with Stress and Tension Management	10
		23

The content analysis results appears in Table 211. The table shows that 26 attributes were identified as pertaining to the conceptualization of an ideal citizen in the work organization setting. These 26 attributes were further compacted into four *a priori* categories by the panel of experts. The categories were as follows; Organizational Citizenship Behavior, Managerial Skills, In-Role Behavior, and Emotional Intelligence Skills in that order based on the frequency of responses obtained from a sub-sample of 126 respondents. It is apparent that the ideal organizational role incumbents was expected to display the OCB with a rather high frequency of responses constituting about a 47 per cent of the responses followed by the managerial skills, In-Role Behavior, Emotional Intelligence Skills.

## Discussion

The present work is concerned about the essence and consequences of Organizational Citizenship Behavior (OCB). The OCB has remained a relatively less explored variable; consequently not much knowledge is available regarding the genesis of OCB and its relationship with the other variables of organizational importance. OCB is conceptualized as a composite of behaviors that are not required by the formalized organizational design but are now considered by many behavioral science scholars as relevant for increased effectiveness or at least better functioning of the human resource constituting the relevant group.

Based on the accumulating literature in organizational behavior and management sciences, some of the major variables that were expected to have significant relationship with OCB included emotional intelligence and self-management perceptions and practices. The other variables included in the study are mentioned in the *results* section on page number 157-158. Based on the conceptual scheme (page 153). Some of the research questions were identified and sought to be answered using statistical analysis. The outcome appears in the result section. In this section, an attempt is made to present an assembled picture of the major findings and their relevance for organizational dynamics.

It should be reiterated that this work is primarily concerned with the construct of OCB. One way to evaluate the importance of OCB is to look for its relationship with the organizationally relevant outcome variables. This relationship was explored by raising and answering the following research question:

**Question 1.** *What is the strength of association of organizational citizenship behavior with organizationally relevant outcome variables as criterion?* (Please see p. 163, of the Results section for details of analysis). Schematically, this could be depicted as follows.



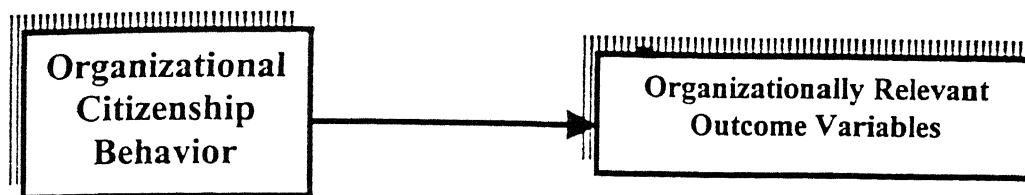


Figure 10. Showing the relationship of organizational citizenship behavior, with organizationally relevant outcome variables.

The strength of association of OCB was seen with following outcome variables: *Personal Effectiveness, General Health, Turnover Intention, and Perceived Job mobility, Organizational Effectiveness, Organizational Productivity, Vertical Trust, Organizational Commitment, Career Orientation, Reputational Effectiveness, Work Recognition and Job Satisfaction*. The statistical analysis results showed that by and large OCB has good strength of relationship with organizationally relevant outcome variables, and in this sense it may be treated as an important variable. The specific relationships revealed that:

Social and Functional Participation, Emotional Support, and Individual Initiative, dimensions of OCB were found to be the positive predictors of *Personal Effectiveness*. The result showed that Personal Effectiveness of employees enhanced by Social and Functional Participation, Emotional Support, and Individual Initiative. The reason may be that organizations are based on cooperation and teamwork by their members. Therefore, an employee has to gain cooperation from others to accomplish his/her work effectively. Social and Functional Participation in the organizational activities increases one's personal worth of a cooperative and effective member in the organizations. Emotional Support helps in gaining trust of others by helping in their personal problems. And Individual Initiative makes employees to be more proactive in organizational decision-making process. It makes them to do his/her job effectively and innovatively. Thus all three factors jointly enhance Personal Effectiveness at

work place. A study showed done by Orr, Sacket, and Mercer (1989) showed that most supervisors in their study did perceive "extra-role" (non-prescribed role behavior) to contribute to the Dollar value of an employee's performance on the job. Researcher included "good citizenship" as component of the performance evaluations of their sales agents (Jackson, Keith & Schalter, 1983; Avila, Fern & Mahn, 1988; Park & Sims, 1989).

Organizational Pride, Social and Functional Participation, and Concern for Organizational Resources, dimensions of OCB were found to be the positive predictors of the positive dimension of General Health called *Sense of Accomplishment and Contribution*. The result showed that these three dimensions of OCB improve positive general health. The reason may be that Organizational Pride and Concern for Organizational Resources make employees to be attached to its working organization. It helps in identification and internalization of organizational culture and values. It makes him/her a better adaptive employee. That influences his/her general health in a positive way. Similarly, Social and Functional Participation in organizational activities helps them in making more meaningful relationship with coworkers. It creates harmony and a better understanding among employees. These employees have good work group. It makes them feel happy, satisfied and confident. That also influenced employees' health positively.

Sportsman Spirit and Concern for Organizational Resources, dimensions of OCB were found to be the positive predictors of the negative dimension of General Health called *Botheration Free Existence*. The reason may be that Sportsman Spirit citizenship behavior helps in understanding organizational atmosphere in a more realistic way. Employees knew that no organization is perfect; there are always certain nuisances and problems that they have to accept and face. It helps them to accept the problems and challenges due to rapid changes that occur in the organization. Similarly, Concern for Organizational Resources makes him/her aware about organizational strength and limitations. They get fully associated with the organization easily. The Concern with Organizational Resources makes them affectively committed to the organization. It helps in inhibiting negative effects of change at work place.

The overall result showed that Concern for Organizational Resources was found to be the common predictor of both dimensions of general health. The reason may be that Concern for Organizational Resources makes employees proactive in saving organizational resources. It creates a sense of attachment and affection for the organization. It also generates positive attitudes and feeling about one's working organization. It promotes positive general health of employees. Similarly, Concern for Organizational Resources also inhibits negative general health. The reason may be that it helps in resisting the ill effects of organizational change. Sometime organizational change creates feeling of insecurity, fear and anxiety among employees, but direct concern makes them more secure. It also helps in adaptation with organizational change that promotes positive general health and precludes negative general health.

In literature, the relationship between general mental health and OCB is unexplored. However, stressors may affect important antecedents of such behaviors (OCB). For example, it has been found that Job Satisfaction is the strongest and most consistent correlate of many forms of OCB (Organ & Ryan, 1995). It is known that one of the most consistent effects of stressors is their tendency to reduce employee Job Satisfaction (Jackson & Schuler, 1985; Jex & Beehr, 1991; Spector, 1997). Therefore, reduction in OCB may be a logical performance-related response to stressors because of the reduction in the Job Satisfaction that often accompanies stressors. Another reason why stressors may affect OCB is that employees typically have more control over these compared behaviors associated with "in-role" performance. As a result, there should be more variation in OCB compared to in-role behaviors (Jones, 1991). Thus, when an employee is confronted with stressors, it would seem more logical that he or she would withhold OCB rather than allow in-role performance to decline. The in-role performance is essential for keeping organizational membership continued. The result of present study showed that OCB have positive effect on general health of employees. The general health (lack of strain) is considered as a negative indicator of effectiveness. And it shows that organization would be more effective.

Sportsman Spirit and Organizational Pride, dimensions of OCB were found to be the negative predictors where as Emotional Support dimension of OCB was the positive predictor of the *Turnover Intention*. The results are found very important because Turnover Intention predicts turnover in a significant way. The reason may be that Sportsman Spirit and Organizational Pride makes employee to accept the organization in totality with its strength and weaknesses. They know the fact that wherever they will go; would face certain problems. Sportsman Spirit and Organizational Pride acts two ways in precluding the Turnover Intention. First, Employees work without complaining about the nuisances at work place. They concentrate more on their task in hand, so they could work effectively that may increase their productivity and satisfaction. Secondly, employees who feel proud in to be the part of organization also want to remain in the organization. The reason may be that feeling of Organizational Pride creates positive self esteem and positive affective mental state that make them to have positive attitude about the organization. It is very important because many people want to get associate with big name rather than with only big compensation package. In society, it gives them recognition, prestige and respect. That motivates them to remain in the organization. The other research findings showed that levels of OCB reflect employees' true willingness regarding how much they want to be involved in, or how much they like to be distant from, the organization. The lower level of OCB, the stronger the indication of unwillingness of the employee to be part of the organization and thus higher the possibility that the employee would leave the organization. If turnover intention is attitudinal indication of staying or leaving, OCB is the behavioral indication. In addition to turnover intention, OCB is a direct predictor of turnover (Chen, Hui & Sego, 1998). Chen, Hui, and Sego (1998) found that supervisory rated OCB was a predictor of subordinates' actual turnover. In particular, subordinates who were rated as exhibiting low levels of OCB were found to be more likely to leave an organization than those who were rated as exhibiting high level of OCB.

Emotional Support was found to be the positive predictor for Turnover Intention. The reason may be that emotional support for other employees creates a better psychological environment for work, while he/she is not willing to remain in

that organization. These people tend to involve in creating a better harmony among employee to get work done effectively. They feel that it is essential for good working atmosphere. Even though, they do not intend to remain in that particular organization. It may also be possible that after putting *heart-work* in providing Emotional Support to other employees. They may feel satisfaction and think that they have performed their roles and responsibilities. It might be possible that these employees feel satiated and wish to leave that present work place and to join new one.

Social and Functional participation dimension of OCB was found to be the positive predictor where as Sportsman Spirit dimension of OCB was found to be the negative predictor of the *Perceived Job Mobility*. The result showed that acceptance of work place problems in accomplishing one's task reduces Perceived Job Mobility but participation at social and functional level increase mobility. The reason may be that when employees adopt a realistic view of working atmosphere than he/she concentrates in learning and doing things better rather than on leaving the work place due to the lack of facilities. At the same time, employees involve in Social and Functional Participation to create a better social harmony among coworkers, even though they are intended to leave the place for better option for their career. These people are wishing to be recognized wherever they work. Through their participation at social and functional level, they gain recognition and for more recognition, they join better jobs in other organizations. The one another reason might be that Social and Functional Participation provide opportunity to gather more information about the inside and outside image of the organization. It might make them to leave the job when get better opportunity in future if organizations' image becomes poor.

The literature showed that in the context of relationship between two variables, if there were no perceived job alternatives, individuals would be compelled to continue their investment in terms of OCB except other in-role job behavior. Therefore, when employee perceived little job mobility, they are more likely to perform OCB or vice-versa. In their study on the effect of perceived job mobility on OCB, Hui, Law and Chen (1999) found that perceived job mobility negatively predicted OCB, but not in-role performance.

The dimension of OCB, namely Conservation of Time was found to be the negative predictor of the dimension of Organizational Effectiveness called *Profit and Growth Related Organizational Effectiveness*. The reason may be that Conservation of Time can enhance one's effectiveness but it is not essential that it would also increase Profit and Growth related Organizational Effectiveness. This is because that profit and growth of an organization is a result of collective effort rather just an individual effort. Conservation of Time by employees may be directed towards helping others rather making whole organization as effective and efficient.

The dimension of OCB, namely Emotional Support was found to be the positive predictor of the dimension of Organizational Effectiveness called *Resources Acquisition Related Organizational Effectiveness*. The reason may be that Emotional Support by employees to other coworkers enhances satisfaction and happiness at the work place. They feel more secure, satisfy, happy, cared, confidant etc. when somebody is ready to listen and help in their problems. As literature in Counseling and Clinical Psychology shows that lack of emotional support in one's atmosphere is a major cause of psychological illness. Emotional Support keeps dissatisfaction and insecurity away from employees. It enhances their productivity, cooperative effort, teamwork, and trust in supervisor, subordinates and coworkers. This may give a better picture of organization in the eyes of supplier of raw materials and investors. It may result into increasing organizational effectiveness of resources acquisition.

The dimension of OCB, namely Organizational Pride was found to be the positive predictor of the dimension of Organizational Effectiveness called *Perceived Overall Organizational Effectiveness*. The reason may be that Organizational Pride creates a feeling of positive attitude towards one's working organization. They feel proud in to be the part of organization. It makes them concern with organizational effectiveness. To maintain the competitive edge over other organization employee work hard and devote more time and effort. It develops a cycle of Organizational Pride and Organizational Effectiveness. Organ (1988) in the definition of OCB regarded that in aggregate OCB promotes the effective functioning of the organization. In a study, Podsakoff and Mackenzie (1994) examined the relationship between OCB and organizational performance in a sample of 116 agencies in a major

insurance company. The result shows that OCB make an important contribution to overall agency performance. They found that citizenship behavior accounted for approximately 17% of the variance of the in-agency level performance.

The dimension of OCB, namely Social and Functional Participation was found to be the positive predictor of the dimension of Organizational Effectiveness called *Human Resources Acquisition Related Organizational Effectiveness*. The reason may be that Social and Functional Participation by employees in organizational activities creates atmosphere of trust, mutual understanding and support. As a human being people feel more willing to join these types of organizations. Hawthorn studies (Human Relation System) showed that it is the work group harmony that was related to the organizational effectiveness rather than physical work environment. It means that Social and Functional Participation by employees creates a better human relation system. People are more willing to join and remain in these organizations where work group harmony is better.

Overall the result shows that Conservation of Time, Emotional Support, Organizational Pride, Social and Functional Participation dimension of OCB were found to be related with different dimensions of organizational effectiveness. However, the result showed that OCB does not produce much variance in organizational effectiveness. Podsakoff, Mackenzie, Paine, and Bachrach (2000) summarized many reasons why OCB might influence organizational effectiveness as argued by many researchers (George & Bettenhausen, 1991; Karambayya, 1990; Mackenzie Podsakoff & Fetter 1991, 1993 Organ, 1988, 1990; Podsakoff & Mackenzie, 1994, 1997; Podsakoff, Ahearne, Mackenzie (1997). In a study, Podsakoff, Ahearne and Mackenzie (1997) on 218 people working in 40 machine crews found that helping behavior and sportsmanship had significant impact on performance quantity and that helping behavior had a significant impact on performance quality. However, civic virtue had no effect on either performance measure. In a review article on the impact of OCBs on organizational performance by Podsakoff and Mackenzie (1997) indicated that OCB make important contributions to the variance in organizational effectiveness, although helping behavior tends to have more systematic effects than either sportsmanship or civic virtue.

The reasons of why OCBs contribute in organizational performance, is summarized by (a) enhancing coworkers and managerial productivity; (b) freeing up resources so they can be used for more productive purposes (c) reducing the need to devote scarce resources to purely maintenance functions; (d) helping to coordinate activities both within and across work groups (e) strengthening the organization's ability to attract and retain the best employees; (f) increasing the stability of the organization's performance; and (g) enabling the organization to adapt more effectively to environmental changes.

The dimension of OCB called Sportsman Spirit was found to be the positive predictor where as Emotional Support was found to be the negative predictor of the *Organizational Productivity*. The result showed that employees with greater sense of acceptance makes them more active participant in the organizationally relevant activities. They try to focus more on their task in hand rather than making complains about trivial matter. It has positive effect on Organizational Productivity. Literature showed that OCB are vital for productivity because organizations not forecast through stated job description the entire spectrum of subordinate behaviors needed for achieving goals (Organ, 1988). It is assumed that OCBs play an important role in organizational/work group functioning (Organ, 1988). Citizenship behavior is thought to increase organizational productivity / performance by reducing the need to allocate scarce resources to maintenance function within organizations. Therefore, it free up the resources for more productive purposes. Citizenship behavior can act to improve coordination within work groups, thus reducing the friction within organizations where improving effectiveness. Finally by making them attractive places to work, organizations where citizenship is prevalent may be better able to attract and retain the best employees thereby improving their performance. The present results also showed that Sportsman Spirit negatively predicted Turnover Intention and Perceived Job Mobility; that may also contribute to Organizational Productivity.

On the other hand, Emotional Support creates an atmosphere of security and ease where everybody feel relatively less active, less productive and less efficient that may negatively influences Organizational Productivity. In India, public sector industries or government offices where job security is high employees feel less



motivated to work. Another reason may be that when employees provide emotional support to others, it wastes their working hours and productive time.

The dimension of OCB, namely Concern for Organizational Resources was found to be the positive predictor of the dimension of Organizational Commitment called *Sense of Attachment*. The reason may be that Concern for Organizational Resources makes employee aware for the welfare of the organization. It creates positive affect for organization that may lead to greater Sense of Attachment. O'Reilly and Chatman (1986) found that identification and internalization that are conceptually similar to affective commitment were related to OCB. It means that OCB creates positive affective states among employees that make them to be affectively committed for the organization.

The dimension of OCB, namely Concern for Organizational Resources was found to be the negative predictor of the dimension of Organizational Commitment called *Conditional Continuance Commitment*. The reason may be that Concern for Organizational Resources makes them aware about the organizational strength and limitations. They feel committed only when they get something in return for their commitment. If an organization has better career prospects and incentives then they feel more committed. The results are consistent with the study of Shore and Wayne (1993) who found that affective commitment was positively related to OCB, and that continuance commitment was negatively related to OCB. The result makes sense in that employees' need based commitment is negatively predicted by OCB. It may mean that OCB inhibits in need based commitment and motivate affective commitment that is a true kind of commitment.

The dimension of OCB, namely Altruism was found to be the positive predictor of the dimension of Organizational Commitment called *Normative Commitment*. The reason may be that Altruism is a socially accepted and desirable form of behavior. It makes employees to feel normatively committed to gain more recognition from the other employees and coworkers. Altruistic behavior is based on social norms of helping others. It makes them to be normatively committed to their organizations. The reason may be that they do not consider it to be a good thing in switching over from one job to another job frequently. The results have implication in

stopping the job hopping in today's industrial world where switching over has become a rampant phenomenon.

The dimensions of OCB, namely Organizational Pride was found to be the positive predictor whereas Work Mindedness was found to be negative predictor of the dimension of Organizational Commitment called *Organizational Attraction*. The reason may be that Organizational Pride creates positive affective state that makes them to feel organization as a better place to work. Whereas Work mindedness reduces the feeling of Organizational Attraction because these employees can easily get jobs anywhere. They easily switch over to other job for better opportunity and incentives. Work Mindedness makes employee to be more confident and ambitious for their career. Organizational Attraction is related with affective commitment that is motivated by the factor that makes them to feel positive and emotionally attached for instance Organizational Pride.

Here one thing is important to be noted that Sense of Attachment and Organizational Attraction were two components of single dimension called affective commitment. Both were positively predicted by Concern for Organizational Resources, and Organizational Pride. The dimension of organizational commitment called Conditional Continuance Commitment was negatively predicted by Concern for Organizational Resources whereas Normative Commitment was positively predicted by Altruism.

Several empirical studies have suggested that the relationship between commitment and OCB depends on the type of commitment examined. Generally, commitment was studied as antecedent of OCB, but Shore, Barksdale and Shore (1995) argued that managers view employee who fulfill the job requirements of their jobs as committed. However, Jones and Davis (1965) suggested that we could infer less about a person on his or her motivation from behavior that is a role requirement than from voluntary (extra-role) behavior, like OCB. OCB and to a lesser extent fulfillment of job requirements, can be used by a manager to make inferences about an employees' motivation to remain with organization. Logically, a manager may infer that an employee who performs the job well and goes beyond its requirements, thus demonstrating OCB, has a high level of affective commitment, or emotional

attachment to the organization. In contrast, low levels of the job performance and OCB may signify to the manager that the employee remains with the organization only because he or she has little or no choice in the matter (continuance commitment). Shore, Barksdale and Shore (1995) hypothesized that OCB and job performance will positively related to manager rated affective commitment and negatively related manager rated continuance commitment, although citizenship behavior will show the stronger link for both forms of commitment. The results showed that OCB was found to be the predictor of manager rated affective commitment, than job performance, whereas side-bets (age, tenure, education) were found to be a predictor of manager's continuance commitment. In an article, Diefendorff, Brown, Kamin, and Lord (2002) found that job involvement, when assessed with a recently published measure (Paullay *et al.*, 1994), is a significant predictor of supervisor ratings of organizational citizenship behaviors (OCB) and in-role performance, controlling for work centrality and other individual difference variables.

The dimensions of OCB, namely Organizational Pride and Sportsman Spirit were found to be positive predictor of the *Vertical Trust*. The result showed that when employees like their organization than want to tell good things to others. They feel great in becoming the part of organization. It creates positive attitude toward the whole organization in general and toward other people in main. It makes them to communicate trust feeling towards their employer and supervisor. Similarly, Sportsman Spirit makes them to tolerate all the misshapenness at work place. It precludes negative feeling towards the organization and its members. They know that trust is only way to get work done. Organizational Pride and Sportsman Spirit, dimensions of OCB in which prior one creates positive feeling while later one precludes being negative toward the organization. Both jointly create positive attitude toward others. It makes them to trust on their employer.

Konovsky and Pugh (1994) empirically examined social exchange model of OCB. This model supports the argument that when supervisor treats employees' fairly social exchange and norm of reciprocity (Gouldner, 1960) dictate that employees reciprocate, and Organ suggested that OCB is one likely avenue for employee

reciprocation. According to Blau (1964), and others (e.g., Clark & Mills, 1979; Rousseau & Parks, 1993), trust and other "macro motives" such as loyalty and commitment, provide the basis for relational contracts and social exchange. It was noted that trust is the basis of relational contracts and social exchange. According to the Vertical dyad model of leadership (Dansereau & Graen, 1975), relational exchange between supervisor and subordinate leads employees to expend much time and energy on task, to be innovative in completing task, and to accept responsibilities in addition to those specified in their employment contract. Relational contract therefore encourage employees to behave in ways that are not strictly mandated by their employers (Rousseau & Parks, 1993). It means trust is a manifestation of social exchange and social exchange accounts for OCB as hypothesized by Konovsky and Pugh (1994). It was get confirmed by the present results.

The present results supported the consistency theories of attitude formation and change. The performance of citizenship behavior for organizational welfare makes them to feel more attach to the organization. They compelled to trust on their employer to have consistency or consonance in their attitude and behavior. An attitude of trust makes them to involve in citizenship behavior or vice versa.

The dimension of OCB, namely Individual Initiative was found to be the positive predictor of the *Reputational Effectiveness*. The reason may be that Individual Initiatives makes employee more active in organizational affairs. They always take initiatives to perform their job more effectively through developing their knowledge, skill and abilities about their role behavior. That increases their Reputational Effectiveness at organizational level.

The dimensions of OCB, namely Emotional Support and Social and Functional Participation were found to be positive predictor whereas Sportsman Spirit was found to be negative predictor of the *Career Orientation*. The reason may be that Career Orientation is concern with the future prospectus in life. It always requires supports from others in the process of Career Orientation. Emotional Support and Social and Functional Participation by employees in organizational activities make them concern with other's interest. They consider their own problems as well as of others. It makes them more skilled and able to look for other job for their own career

progress. On the other hand, acceptance of organizational problems and nuisance at work place makes them less active in their Career Orientation. They feel more confident in the present working organization. They develop positive attitude towards the organization.

The dimensions of OCB, namely Work Mindedness was found to be the negative predictor of the *Work Recognition*. The reason may be that Work mindedness citizenship behavior is performed for the betterment of organization. Employees do it just for the purpose of organizational development rather for any incentives and awards. Most work minded people feel satisfaction in their work and they enjoy the work itself. They do not seek recognition for their acts of a good citizen. When Work Mindedness citizenship behavior is recognized and rewarded then it reduces the intrinsic motivation to be involved in citizenship behavior for the organizational welfare. It may mean citizenship behavior is governed by the employee's intrinsic motivation to work. The factors like job satisfaction, commitment, trust, support etc. are more important for promoting citizenship behavior then external rewards or incentives etc. It is different that OCB influences the manager's performance evaluation significantly. Mackenzie, Podsakoff and Fetter (1991) found that sales manager's ratings of sales representatives' performance are determined as much by elements of contextual performance as by a sales representatives' objective sales productivity. This finding was replicated in a follow-up study involving 261 insurance agents. In a third study, Mackenzie, Podsakoff, & Fetter (1993) found that elements of contextual performance actually had a stronger effect on supervisors' ratings of petrochemical sales representative's task performance and contextual performance had approximately equal correlation with supervisory judgment of mechanics' overall performance. Similar result in other studies (Boreman, White, & Dorsey, 1995; Van Scotter, & Motowidlo, 1996; Werner, 1994) provide ample evidence that elements of the Borman and Motowidlo (1993) taxonomy of contextual performance can have substantial effects on supervisors' assessment of subordinates overall job performance.

In a very recent study, Kiker & Motowidlo (1999) showed that supervisory reward decisions are influenced by both task performance and contextual

performance. They also found significant positive interactive effect on performance, which shows that interpersonal effectiveness pays off more for people who are technically effective and technical effectiveness pays off more for people who are interpersonally effective.

The dimensions of OCB, namely Organizational Pride was found to be positive predictor of the *Job Satisfaction*. The reason may be that Job Satisfaction is concern with feeling of positive affect toward the job and organizations as whole. The dimension of OCB called Organizational Pride creates positive attitude towards one's organization. The employees feel proud in being the part of organizations. Most knowledgeable and skilled people want to join those organizations in which they might be having feeling of Organizational Pride. It makes them satisfy and happy. Moorman's (1993) researched on the Job Satisfaction and citizenship behavior, found that the relationship between two are more complex than realized. Specifically recent work suggested that Job Satisfaction measures may differ in the extent to which they tap more of an affective satisfaction that is based on overall positive emotional appraisal of the job. On the other hand, Cognitive satisfaction is based on a logical and rational evaluation of the job conditions. Organ and Konovsky (1989) studied the relative effect of more pure indicators of cognition and affect to determine which might produce the more unique variance in OCB was related to cognition than affective measures of typical mood state. Similarly Moorman (1993) found that the relationship between Job Satisfaction and OCB differ in strength based on the relative importance of cognition versus. Affective Job Satisfaction in measures of job satisfaction. The affective base scale (Brayfield-Roeth Scale) to Job Satisfaction explained little variance in OCB beyond that explained by a more cognitive satisfaction measures. While cognitive based Job Satisfaction measures were more related to OCB. The result showed relative importance of cognition-based satisfaction over affect-based satisfaction.

The overall results of outcome effect of OCB on organizationally relevant outcome variables shows that OCB has been found an important predictor for *Personal Effectiveness, General Health, Turnover Intention, Perceived Job mobility, Organizational Effectiveness, Organizational Productivity, Vertical Trust,*

*Organizational Commitment, Career Orientation, Reputational Effectiveness, Work Recognition and Job Satisfaction.* These results showed the significance of organizational citizenship behavior for the development and growth of the organization. However employer has nothing to pay for this behavior but organization is get rewarded by good organizational citizens who contribute a lot 'above and beyond the call of duty' for its betterment. It is something that cannot be judged by managers. It would be worthwhile to look properly in nurturing best citizen in organization rather than just attracting talented people by giving more incentives, high pay packages. As the literature on extrinsic motivation shows that you can never fulfill materialistic desires of employees. Citizenship behavior is something that is intrinsically motivated and indirectly increases organizational and individual effectiveness. In return organization may focus on recognizing them and promoting their acts of citizenship.

Having seen the strength of association of Organizational Citizenship Behavior with organizationally relevant outcome variables, and getting reasonably assured of its importance in the organizational dynamics, a need was felt to see the OCB in juxtaposition of the In-role Behavior (IRB) as IRB is a prerequisite for organizational performance whereas the OCB may be considered at best as a desirable add-on. That is, in absence of IRB, OCB alone may not be considered as a sufficient constituent of organizational behavior according to performance norms of most modern social organizations. The implicit assumption is that both IRB and OCB are important for organizationally relevant outcome variables. This relationship was explored by raising and answering the following research question:

*Question 2. What is the strength of association of in-role behavior and organizational citizenship behavior, with organizationally relevant outcome variables as criterion?* (Please see p. 174, of the Results section for details of analysis). Schematically, this could be depicted as follows.

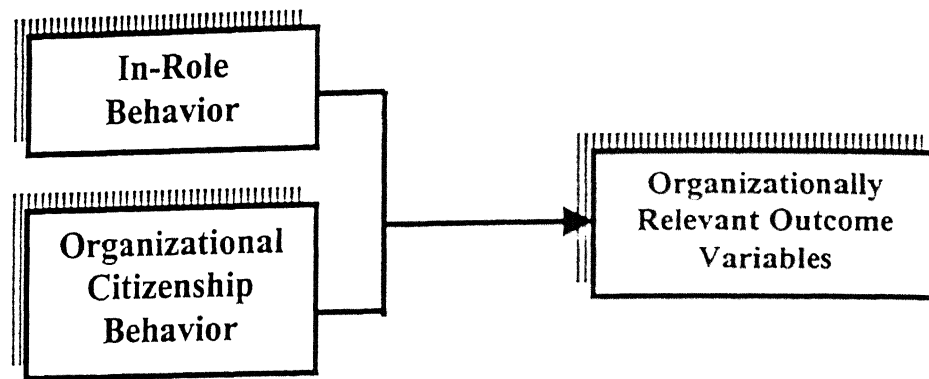


Figure 11. Showing the relationship of in-role behavior and organizational citizenship behavior, with organizationally relevant outcome variables.

The outcome variables were the following ones: *Personal Effectiveness, General Health, Turnover Intention, and Perceived Job mobility, Organizational Effectiveness, Organizational Productivity, Vertical Trust, Organizational Commitment, Career Orientation, Reputational Effectiveness, Work Recognition and Job Satisfaction.*

The statistical analysis results based on Hierarchical Multiple Regression Analysis showed that by and large both IRB and OCB have good strength of relationship with organizationally relevant outcome variables, and in this sense it may be treated as an important variable. The relationship was found to be significant with the following outcome variables: *Personal Effectiveness, General Health, Turnover Intention, and Perceived Job mobility, Organizational Effectiveness, Organizational Productivity, Vertical Trust, Organizational Commitment, Career Orientation, Reputational Effectiveness, Work Recognition and Job Satisfaction.* The specific relationships revealed that:

The IRB could explain 42 per cent of the variance in the *Personal Effectiveness*. However, only one of the two variables, namely Job Efficacy turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. The OCB could explain 47 per cent of



the variance in the Personal Effectiveness. However, looking at the individual significance of the variable in the regression equation of OCB only one of the 11 variables, namely Social and Functional Participation was positively significant. Considering the overall results only two of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Personal Effectiveness. The reason may be that Job Efficacy is directly concern with self-efficacy and confidence over one's skill, knowledge and abilities in accomplishing the task. Employees with more Job Efficacy and confidence may have more Personal Effectiveness in dealing with problems in their work. On the other hand, Social and Functional Effectiveness also contribute to Personal Effectiveness of employee in addition to Job Efficacy. The reason may be that individual efficacy is not enough in accomplishing a task successfully when you need cooperation from others and team work. Social and Functional Participation dimension of OCB facilitate in getting the cooperation from others in their task accomplishment. As we know organizations always require cooperative effort to improve their quality and quantity of their product or services by their employees. It means that OCB contributes to provide a context in which our task skill fully utilized.

The IRB could explain 17 per cent of the variance in the *Sense of Accomplishment and Contribution* the dimension of General Health. However, only one of the two variables, namely Job Efficacy turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. The OCB could explain 21 per cent of the variance in the Sense of Accomplishment and Contribution. However, looking at the individual significance of the variable in the regression equation of OCB only one of the 11 variables, namely Organizational Pride was positively significant. Considering the overall results only two of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Sense of Accomplishment and Contribution. The reason may be that Job Efficacy gives a pleasure in accomplishing the task efficiently that create a positive mind state. The positive outcomes related with Job Efficacy are reward and recognition. After accomplishing a task employees feel satisfied, happy, and confident. It may enhance their positive mental health. At the same time, feeling

of Organizational Pride provides a context in which employees work. Organizational Pride creates positive atmosphere to work more satisfactorily. Organizational Pride generates positive affective state also. Both jointly generate positive mental health. It means that IRB and OCB both responsible for positive general health not either one alone.

The IRB could explain 3 per cent of the variance in the *Botheration Free Existence* the dimension of General Health. However, none of the two variables turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. The OCB could explain 12 per cent of the variance in the *Botheration Free Existence*. However, looking at the individual significance of the variable in the regression equation of OCB only one of the 11 variables, namely Concern for Organizational Resources was positively significant. Considering the overall results only one of the dimensions out of possible 13 dimensions turned out to be significant predictors of the *Botheration Free Existence*. The reason may be that *Botheration Free existence* is related with the negative mental health (i.e. absence of disease symptom), Concern for Organizational Resources makes employee aware about the strength and weakness of the organization. They know resources are limited that have to be utilized properly. The concern with organization inhibits negative thoughts about organizations. They do not feel unhappy, dissatisfy and unconfident. It may preclude negative mental health. The findings are applicable to human resource management

Overall the result showed that Sense of Accomplishment and Contribution positive aspect of general health predicted by Job Efficacy and Organizational Pride where as *Botheration Free Existence* negative aspect of general health best predicted by Concern for Organizational Resources. It may mean that Job Efficacy and Organizational Pride promote positive general health, where as Concern for Organizational Resources keeps away from the negative general health.

The result showed that both the dimensions of IRB could be retained and the overall regression was also not significant in predicting *Turnover Intention*. The next variable added to the hierarchical regression equation was the OCB. The OCB could explain 12 per cent of the variance in the *Turnover Intention*. However, looking at the

individual significance of the variable in the regression equation of OCB only four of the 11 variables, namely Sportsman Spirit, Altruism, Organizational Pride, and Emotional Support were found to be significant. Out of these four significant dimensions of OCB, Altruism and Emotional Support was found to be the positive predictor where as Sportsman Spirit and Organizational Pride was found to be the negative predictor of Turnover Intention. The reason may be that Altruism and Emotional Support belongs to the helping behavior. Helping other employees and coworkers creates feeling of satisfaction and satiation in the sense that he/she feels that they have done enough for the organizational members. They feel that enough have been done by them for the betterment of the work place. Therefore, they intended to leave the current work place to join other. Sportsman Spirit and Organizational Pride might help in developing positive attitude towards their work and organization. They feel proud of being the part of the organization with full acceptance of its weakness. Here two things are occurring simultaneously, first Organizational Pride motivate them to remain in the organization by creating positive feeling where as Sportsman Spirit precludes negative feeling about the organization. It makes them to stay for longer period. It means full acceptance of the organization discourages the feeling of Turnover Intention.

The IRB could explain 8 per cent of the variance in the *Perceived Job Mobility*. However, only one of the two variables, namely Job Efficacy turned out to be significant positive predictor individually. The next variable added to the hierarchical regression equation was the OCB. The OCB could explain 12 per cent of the variance in the *Perceived Job Mobility*. However, looking at the individual significance of the variable in the regression equation of OCB none variable of the 11 variables was found to be significant. Considering the overall results only one of the dimensions out of possible 13 dimensions turned out to be significant predictors of the *Perceived Job Mobility*. The reason may be that Job Efficacy is directly concern with effectiveness in accomplishing one's task and confidence in one's ability, skill and knowledge related to task accomplishment. These people knows that they can work anywhere with equal efficiency and capacity. They have confidence over their skills and abilities. They would be able to get a good job at some other places.

Perceived Job Mobility is better predicted by Job Efficacy dimension of IRB. OCB has been found to be a relatively poor predictor of Perceived Job Mobility in comparison to in-role behavior.

The IRB could explain 4 per cent of the variance in the *Resource Acquisition Related Organizational Effectiveness*. However, none variable of the two turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. All the 11 dimensions could be retained in the regression equation and the overall regression was not significant. Considering the overall results no one of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Resources Acquisition Related Effectiveness. The reason may be that IRB is directly link with organizational roles for which employees get compensation, and retained their membership in the organization. IRB is essential on the part of role incumbent to maintain their membership and keep organizational effectiveness and productivity to an optimum level. That's why IRB has been found to be a better predictor of Resources Acquisition related Organizational Effectiveness. On the other hand, overall OCB was not found to be a significant predictor. The reason may be that it is not essential on the part of role incumbent and their membership will remain intact if they will not perform OCB. OCB is more or less desirable rather than a compulsion on the employees. One more thing is related to OCB that OCB is more or less directed towards individual than organization. So it might increase the personal effectiveness but organizational effectiveness is a composite contribution of several individual, group and organizational variables. OCB was not found to be a significant predictor of Resource Acquisition related Organizational Effectiveness.

The IRB could explain 6 per cent of the variance in the *Perceived Overall Organizational Effectiveness*. However, only one of the two variables, namely Job Efficacy turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. The OCB could explain 9 per cent of the variance in the Overall Perceived Organizational Effectiveness. However, looking at the individual significance of the variable in the regression equation of OCB only two variables, namely Altruism and Organizational Pride of the 11

variables was turned out to be significant. Out of these two significant variables Altruism was found negative predictor where as Organizational Pride was found to be positive predictor of the Perceived Overall Organizational Effectiveness. Considering the overall results only three dimensions out of possible 13 dimensions turned out to be significant predictors of the Perceived Overall Organizational Effectiveness. The reason may be that (as explained earlier) Job Efficacy is directly related with the performance of role behavior as per role description for which they have been selected and compensated by the organization. If most employees perform their role behavior, than it would enhance Perceived Overall Organizational Effectiveness. At the same time it is not true with extra role citizenship behavior, which is slightly complex. Altruism is found to be a negative predictor where as Organizational Pride predict positively. The reason may be that altruistic behavior involves time and effort in helping others. When an employee help other employee, it is possible that helper would be a relatively senior and expert (mentor) person. This person is helping to a relatively newer employee and less experienced and skilled person (Mentor – Protégé relationship). It may mean that senior persons are devoting his/her time and effort that might be directed towards task accomplishment. Their focus may shifts to less relevant behavior for organizational effectiveness. Therefore, altruistic behavior is not directly related to Perceived Overall Organizational Effectiveness. Although, it is possible it could increase individual effectiveness. Organizational Pride dimension of OCB was found to be the positive predictor of Perceived Overall Organizational Effectiveness. The reason may be that Organizational Pride is related with positive affect towards the whole organization. Employees feel great in being the part of that organization. They may feel motivated to maintain their status by increasing their effectiveness and productivity. There are two things could be maintained. First, Organizational Pride is linked with Perceived Organizational Effectiveness. Second, positive affect generated by the feeling of Organizational Pride increases positive feeling toward organization as whole. Therefore, employees' get motivated to maintain the feeling of pride, so that they work hard. In turn, hard work by employees increases overall organizational effectiveness.

Both the dimensions of IRB could be retained and the overall regression was not significant. However, none of the two variables turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. The OCB could explain 12 per cent of the variance in the *Organizational Productivity*. However, looking at the individual significance of the variable in the regression equation of OCB only two of the 11 variables, namely Sportsman Spirit and Emotional Support were found to be significant. Out of these two significant dimensions Sportsman Spirit was found to be a positive predictor where as Emotional Support was found to be a negative predictor of Organizational Productivity. Considering the overall results only two of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Organizational Productivity. First it is important here to define organizational Productivity that means absence of conflicts, criticism and complaints while presence of morale, innovation and experimentation. The reason may be that IRB has less concern with these things. They are just concern with their role behavior to maintain their organizational membership. Therefore, it has not been found to be a significant predictor where as Sportsman Spirit was found to be the positive predictor and Emotional Support were found to be the negative predictor of Organizational Productivity. The reason may be that Sportsman Spirit makes people to accept the nuisances and problems at work place. That makes them to have positive attitude towards organizational problems. They believe in solving problems than making complains and criticism. These people maintain their morale and motivation to work. Emotional Support may make people depended and less active to accept the things. Even they may develop the tendency to complain even for smaller problems and faults in the situation rather than solving those problems. If someone is ready to listen others' problems than they complain more about the work place rather than themselves making positive effort to solve problems. That is because Sportsman Spirit rather Emotional Support was found to be a positive predictor of Organizational Productivity.

The IRB could explain 3 per cent of the variance in the Vertical Trust. However, none of the two variables turned out to be significant predictor individually.

The next variable added to the hierarchical regression equation was the OCB. The OCB could explain 9 per cent of the variance in the *Vertical Trust*. However, looking at the individual significance of the variable in the regression equation of OCB only two of the 11 variables, namely Sportsman Spirit and Work Mindedness were significant. Out of these two significant dimensions Sportsman Spirit was positive predictor where as Work Mindedness was found to be a negative predictor of Vertical trust. Considering the overall results only two of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Vertical Trust. The reason may be that Vertical Trust is a personality component; it has little to do with employees' role behavior. Similarly even Work Mindedness dimension of OCB was found to be the negative predictor of Vertical trust. It has been observed that most talented and efficient people cooperate little with others. They believe in their individual capacity. That's why Vertical Trust is not predicted by individual component of IRB and negatively predicted by Work Mindedness dimension of OCB. Literature showed that OCB is governed by attitudinal and dispositional component (Organ, 1988, 1997). Sportsman Spirit dimension of OCB creates positive affect towards organization as whole. Employees tend to faith on their coworkers to get their work done at work place. These people accept the reality in the organization that each organization has some problems that should be accepted and solved by them positively. The positive attitude of employees makes them to trust on others.

The IRB could explain 4 per cent of the variance in the *Normative Commitment* the dimension of Organizational Commitment. However, none of the two variables turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. The OCB could explain 8 per cent of the variance in the Normative Commitment. However, looking at the individual significance of the variables in the regression equation of OCB only two of the 11 variables, namely Altruism and Work mindedness were found to be significant. Out of these two significant predictors, Altruism was found to be the positive predictor where as Work Mindedness was found to be the negative predictor of Normative Commitment. Considering the overall results only two of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Normative

Commitment the dimension of Organizational Commitment. The reason may be that Normative Commitment is concern with the "ought to" remain in the organization. The nature of commitment shows that it is more related with employees' values and personality than their skill or work efficiency. That's why none of the component of IRB found to be related with Normative Commitment and even Work Mindedness dimension of OCB found to be a negative predictor of normative commitment. The reason may be that normative commitment is based on the feeling that one ought to remain in the organization for organizational welfare. But IRB and Work Minded people are more efficient and career focused, and believes in moving upward. They leave their job easily for a better opportunity. On the other hand, Altruism dimension of OCB is also a normative behavior concerned with the welfare of others. Altruistic people believe in cooperative efforts and teamwork. They take people together in getting work done. Therefore, these people feel moral responsibility to stay in the organization. These people are more socially responsible and feel normative commitment at work place.

The result showed that both the dimensions of IRB could be retained and the overall regression was not significant. The next variable added to the hierarchical regression equation was the OCB. The OCB could explain 9 per cent of the variance in the *Organizational Attraction* the dimension of Organizational Commitment. However, looking at the individual significance of the variable in the regression equation of OCB only two of the 11 variables, namely Work mindedness and Organizational Pride were found to be significant. Out of these two predictor variables Work Mindedness was found to be the negative predictor where as Organizational Pride was found to be the positive predictor of Organizational Attraction the dimension of organizational commitment. Considering the overall results only two of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Organizational Attraction. The reason may be that (as earlier explained) that IRB by employees and Work Minded people are concern little normatively and affectively with a particular organization. These people are career focused and seek to fulfill their self-interest even at the cost of leaving the organization soon. They just seek career progression more, because they feel



themselves more skilled and efficient in their work. Therefore, they know that they can easily get job elsewhere. On the other hand, Organizational Pride dimension of OCB was found to a better predictor of Organizational Attraction. Organizational Pride is concern with positive affect for organization as whole. The feeling of positive affect makes them affectively committed. As pride is a positive feeling towards organization and its members. The membership of the organization enhances the self-esteem and prestige that makes them to be affectively committed.

Overall result with organizational commitment showed that none of dimension of IRB did not showed any relationship with neither Normative Commitment and nor with Organizational Attraction. It is true with Work Mindedness dimension of OCB also as it had negative relationship with both of these dimensions of organizational commitment. Altruism was found to be the positive predictor of Normative Commitment, and Organizational Pride was found to be the positive predictor of Organizational Attraction. The reason may be that organizational commitment is more related with individual dispositional and attitudinal variables. Commitment is emotional. Altruism and Organizational Pride dimension of OCB makes employees to feel concern for the organization.

Both the dimensions of IRB could be retained and the overall regression was significant. The IRB could explain 2 per cent of the variance in the *Career Orientation*. However, none of the two variables turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. The OCB could explain 8 per cent of the variance in the Career Orientation. However, looking at the individual significance of the variables in the regression equation of OCB only three of the 11 variables, namely Sportsman Spirit, Social and Functional Participation and Emotional Support were found to be significant. Out of these three significant predictors, Social and Functional Participation and Emotional Support were found to be positive predictors where as Sportsman Spirit was found to be the negative predictor of Career Orientation. Considering the overall results only three of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Career Orientation. The reason may be that IRB is concerned with role accomplishment, so these people look forward to move in the ladder of career

progression. However none of the dimension was individually significant. It has also been found that Social and Functional Participation and Emotional Support, which predicts Career Orientation positively. The reason may be that these people participate in organizational activities at social level and provide their emotional support to other employees may feel satiated and satisfied. They think that they have performed their job for the organization. For their personal and career progress, want to leave and seek newer jobs. On the other hand, Sportsman Spirit was found to be the negative predictor of Career Orientation. The reason may be that when employees accept their organization as whole with its strength and weaknesses they make little complain and criticism about the work place. Therefore, they feel satisfied in working with the same organizations and with career goals for longer period.

The result showed that both the dimensions of IRB could be retained and the overall regression was significant. The IRB could explain 6 per cent of the variance in the *Reputational Effectiveness*. However, one of the two variables called Job Efficacy turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. The OCB could explain 8 per cent of the variance in the *Reputational Effectiveness*. However, looking at the individual significance of the variables in the regression equation of OCB none of the 11 variables was not found to be significant. Considering the overall results only one of the dimensions out of possible 13 dimensions turned out to be significant predictors of the *Reputational Effectiveness*. The reason may be that Job Efficacy dimension of IRB is directly concern with task performance for which individual gets job and compensated by the organization. In any organization, skilled and talented employees being recognized for their reputation. These people are responsible for making organization profitable and effective. However, they are not much concern with contextual performance as they have little time and effort to devote for OCB. It may mean that employees can increase their *Reputational Effectiveness* through enhancing their Job Efficacy.

The result showed that both the dimensions of IRB could be retained and the overall regression was significant. The IRB could explain 9 per cent of the variance in the *Job Satisfaction*. However, one of the two variables called Job Efficacy was

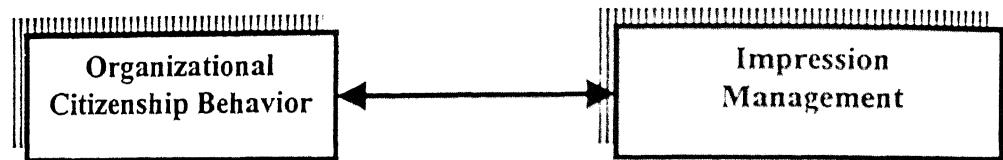
turned out to be significant predictor individually. The next variable added to the hierarchical regression equation was the OCB. The OCB could explain 11 per cent of the variance in the Job Satisfaction. However, looking at the individual significance of the variables in the regression equation of OCB only three of the 11 variables, namely Conservation of Time, Work Mindedness and Organizational Pride were found to be significant. Out of these three significant predictors, Conservation of Time and Work Mindedness were found to be negative predictors where as Organizational Pride was found to be the positive predictor of Job Satisfaction. Considering the overall results only four of the dimensions out of possible 13 dimensions turned out to be significant predictors of the Job Satisfaction. The reason may be that Job Satisfaction is determined by both cognitive and affective components of work attitudes. That's why Job Efficacy dimension of IRB and Organizational Pride dimension of OCB were found to be positive significant predictor of Job Satisfaction. As both of these components of job performance (IRB and OCB) creates positive affect towards their organization and task. One create positive cognitive evaluation where as other create positive affective feeling that determined Job Satisfaction. On the other hand, Conservation of Time and Work Mindedness dimension of OCB predicts Job Satisfaction negatively as these people look forward to have better opportunity. They feel relatively less satisfied with task in hand and their present status in the organization. They always look to get more than what they have. That makes them less satisfied even negative towards entire organization and their role behavior.

Thus overall result of hierarchical multiple analyses with IRB and OCB as predictor and organizationally relevant outcome variables as criterion. It has been found that task performance and contextual performance both play equally important role in determining individual and organizational effectiveness. Both have been found important for organizational growth. Managers in the organization should try to enhance both types of behavior for the betterment of organization as whole.

In the preceding section, it is argued that both IRB and OCB are important domains of behavior, may be in that order in terms of their predictive power of the organizationally relevant outcome variables. Having understood that, it was

considered important to check on certain dicey possibilities in understanding the construct of OCB. One of the doubts that have been raised in the literature is that to what extent the OCB can be taken as the *true OCB*. That is, can it not be faked? For instance, at least in isolated cases, it might be possible to confuse between the true OCB and the behaviors that have their genesis in *impression management*. Hence this relationship was explored by raising and answering the next research question.

*Question 3. Whether or not organizational citizenship behavior and impression management would appear similar kind of behavior?* (Please see p. 192, of the Results section for details of analysis). Schematically, this could be depicted as follows.



*Figure 12. Showing the relationship between organizational citizenship behavior and impression management.*

It was one the major objectives to see the relationship of OCB with impression management. In order to see the relationship between the dimensions of OCB and Impression Management a canonical correlation analysis was done. The results of the first CC showed that Left Hand Set (LHS) variates was composed of relatively high magnitudes of Work Mindedness, Social and Functional Participation, and Individual Initiatives and relatively low magnitude of Sportsman Spirit, and Altruism. The Right Hand Set variates (RHS) would be thought of as composed of relatively high magnitude of Job Specific Impression Management, Job Outcome Credit Focused Impression Management, and Supervisory Focused Impression Management. The results are self evident in that when Work Mindedness, Social and Functional Participation, and Individual Initiatives increases and Sportsman Spirit, and Altruism decreases than Job Specific Impression Management, Job Outcome Credit Focused Impression Management, and Supervisory Focused Impression Management would increases. It may mean that Altruism and Sportsman Spirit might

be minimized to increase the impression management behavior. Therefore, Altruism and Sportsman Spirit may be considered as true form of citizenship behavior in comparison to Work Mindedness, Social and Functional Participation, and Individual Initiatives in the first CC results.

The results of the second CC showed that left hand variates was composed of relatively high magnitudes of Concern for Organizational Resources, Civic Virtue, Social and Functional Participation, Sportsman Spirit, and Generalized Compliance. The right hand variates would be thought of as composed of relatively low magnitude of Supervisory Focused Impression Management. The results are self evident in that Concern for Organizational Resources, Civic Virtue, Social and Functional Participation, Sportsman Spirit, and Generalized Compliance dimensions of OCB reduces the Supervisory Focused Impression Management. It may mean that these OCBs should be avoided for creating the positive impression on supervisor and might be considered as true form of citizenship behavior.

The results of the third CC showed that left hand variate was composed of relatively low magnitudes of Emotional Support. The RHS would be thought of as composed of relatively low magnitude of Job Outcome Credit Focused Impression Management. The results are self-evident in that there is direct relationship between Emotional Support dimension of OCB and the Job Outcome Credit Focused Impression Management dimension of impression management. It may mean that if Emotional Support increases then Job Outcome credit Focused Impression Management will also increase or vice versa. One implication may be that emotional support leads to credit focused impression management in their jobs.

The results of the fourth CC showed that left hand variate was composed of relatively high magnitude of Sportsman Spirit and Individual Initiative. The RHS would be thought of as composed of relatively low magnitude of Job Specific Impression Management. The result suggests that increase in Sportsman Spirit and Individual Initiative behavior reduces Job Specific Impression Management. It may mean that Sportsman Spirit and Individual Initiative behavior should be avoided for keeping Job Specific Impression Management. Sportsman Spirit and Individual Initiative citizenship behavior may be considered as true form of OCB.

Overall CC result showed that both concepts OCB and impression management are not same things because the maximum CC between two was .46 and minimum was .29. If it has been same thing then the correlation might be much higher. The relationship between two varies from 21 per cent to as low as 8 per cent shared variance. Impression management produces 17 per cent variance in OCB. And OCB produces only 6 per cent variance in impression management. These above four scenarios showed how the dimensions of OCB promote the impression management. It is clear that OCB has little contribution in promoting impression management behavior. It may be concluded that OCB in itself is a useful concept that is different from impression management. Bolino (1999) who coined the term "good actor" for good citizen does not properly described the true affairs of the concept of OCB. OCB in itself is an independent and useful concept. It means good soldier syndrome (Organ, 1988) exist in real world. Citizenship researchers have done most of the studies on OCB as "Good Soldier Syndrome" but recently the link between citizenship behavior and impression management raised the questions about citizenship behavior as whether they are good soldier or good actors, i.e. they distinguished between doing good or looking good (Bolino, 1999). This kind of doubt has been disconfirmed by the results of present work. That is, there do exists good soldiers and they are distinct from good actors.

Several researcher recently have noted that engaging in citizenship behaviors might be quite impression enhancing and self-serving (e.g. Eastman, 1994; Fandt & Ferris, 1990; Ferris, Judge, Rowland, & Fitzgibbons, 1994). That is people who engage in citizenship behavior are likely to be perceived positively by others (e.g., supervisors, coworkers, and so on) in their organizations. Bolino (1999) noted that individual that will be motivated to engage in citizenship for impression management reasons when

1. They believe that citizenship will facilitate the achievement of a "good organization citizens" image.
2. They value being seen as good organizational citizens, and
3. There is a discrepancy between the good organizational citizenship image that they believe others hold of them and how they wish to be viewed.

Impression management theorists suggest that a primary human motive, both inside and outside organizations, is to be avoided by being perceived negatively (Rosenfeld *et al*, 1995).

To summarize, it appears that the constructs of OCB and impression management may have overlapping constituents and thereby there may be a chance of confusion between the two. However, the canonical correlation between the two reached a maximum value of .46 and minimum of .29 (corresponding amount of shared variances equal to .21 and .08) across the four significant canonical correlations extracted (please see Table 35 in the Results section). Thus twenty-one percent of shared variance, though statistically significant, may not be taken a high enough to produce a very great amount of confusion in terms of the similarity between the two constructs. One may be safe in assuming that though there is a need to be cautious, the two constructs may have sufficient amount of structural differences to warrant separate enquiry.

Having understood the reasonably separate nature of identity of the impression management and OCB, the next issue of concern was regarding some of the important antecedents of the construct of the IRB and OCB, the variables of interest in the research question discussed immediately before the one just concluded. Apart from the impression management, another variable of importance as an antecedent could be the Self-Management (SM). The implicit assumption was that self-management is better than impression management because self-management is a better predictor of IRB and OCB. The rationale may be that self managed employees would have time to contribute above and beyond the call of duty. The impression management oriented employees would get involve relatively less productively and less effectively in job performance. This idea was explored by raising and attempting to answer the following research question.

*Question 4. What is the strength of association of self-management perceptions and practices, as the predictor of different dimensions of in-role behavior and organizational citizenship behavior as the criterion, or whether self-management perception and practice is a better predictor than impression management of in-role*

behavior and organizational citizenship behavior? (Please see p. 194, of the Results section for details of analysis). Schematically, this could be depicted as follows.

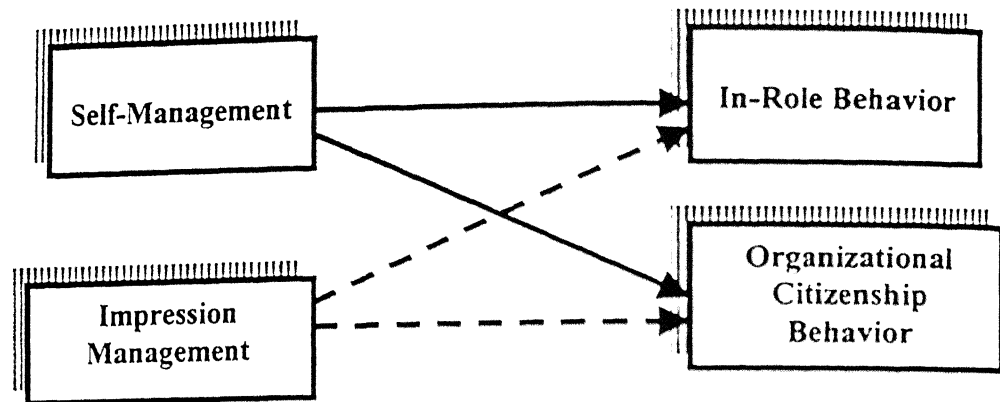


Figure 13. Showing the relationship of self-management perceptions and practices and impression management with in-role behavior and organizational citizenship behavior.

The major findings indicated that:

The variables of self-management, namely Self-Performance Perception and Emotion Management Practice were found to be the positive predictors of the dimension of OCB called *Emotional Support*. Both explained 34 percent of variance in total in the criterion. The result showed that employees with self Performance Perception and Emotion Management Practice are better in supporting emotionally to their fellow workers. The reason may be that awareness about one's performance and emotions makes employee aware about the needs, feelings and emotions of their fellow employees that stimulate to support them. It appears true that until one manages his/her emotions well and is aware how he/she is performing would not be able to support other emotionally. It is said, "happy men can makes others happy". From the experiences of clinical and counseling psychology, it has been proved that a better practitioner of these fields appears supportive for their clients and treats them well when he/she manages his/her emotions and has awareness about how he/she is performing. The results have important implication in the field of leadership in



general and on people oriented or democratic leadership in particular. It may mean that people oriented leaders might have quality of Self-Performance Perception and Emotion Management Practice to support their employees, or fellow workers. That is because studies showed that democratic leaders have been found more effective in comparison to autocratic leaders.

Three variables of self-management, namely Self-Knowledge of Performance, Emotion Management Practice and Planning Practice were found to be the positive predictors of the dimension of OCB called *Concern for Organizational Resources*. All three predictors explained 17 percent of variance in total. The reason may be that Self-Knowledge of Performance, Emotion Management Practice and Planning Practice makes employee to think beyond their personal interest and to become more Concern for Organizational Resources. The employee with these Self-Management skills relates themselves better with organizational goals and its interest. These employees work in that manner that they could perform their roles within a specified time period and saves organizational resources. The Emotion Management and Planning Practice relate them affectively with the organization. They think about their organization in terms of saving its resources and try to keep their performance above some optimal level because of greater motivation due to Self -Knowledge of Performance.

The variables of self-management, namely Emotion Management Practice and Self-Efficacy Perception were found to be the positive predictors of the dimension of OCB called *Conservation of Time*. Both explained 7 percent of variance in total. Self-managed people consider "time" as important resource. Employees who perceive themselves self-efficient and manage their emotions well get involve in time saving citizenship behavior simultaneously with their in-role job behavior. The reason may be that emotion management help in keeping away to distressing emotions and self efficacy makes them efficient to focus on their work It may mean that both factors contributes in Conservation of Time citizenship behavior.

Three variables of self-management, namely Self-Performance Perception, Self-Efficacy Perception and Emotion Management Practice were found to be the positive predictors of the dimension of OCB called *Organization Pride*. It explained

22 percent of variance in total. The reason may be that Self-Performance Perception, Self-Efficacy Perception, and Emotion Management Practice all three jointly generates positive feelings and emotions in employees. Positive mood leads to positive attitude about one's work environment and people that might be helpful in creating the feeling of pride on its working organizations. Specifically Self-Performance Perception provides a kind of feedback about his/her work behavior, Self-Efficacy Perception creates an image of efficient employees, and Emotions Management Practice stops them getting negative to its environment. Overall, it makes them to concern better with its present working organization and creates a feeling of organizational pride.

Three variables of self-management, namely Self-Performance Perception, Access and Catch-up Practice and Emotion Management Practice were found to be the positive predictors of the dimension of OCB called *Work Mindedness*. It explained 21 percent of variance in total. The reason may be that employee gets feedback by Self-Performance Perception and that make them to involve in Access and Catch up Practices in case of incompleteness of work or wish to over work. It makes them to involve in Work Minded citizenship behavior. For it, Emotion Management Practice plays a supporting role to remain Work Minded for a longer period by keeping positive mood even in the case of frustrations and conflicts.

Three variables of self-management, namely Self-Performance Perception, Self-Efficacy Perception and Emotion Management Practice were found to be the positive predictors of the dimension of OCB called *Civic Virtue*. It explained .28 percent of variance in total. The reason may be that Self-Performance Perception and Self-Efficacy Perception both jointly makes employee confident about his/her performance that leads them to involve some kind Civic Virtue citizenship behavior to help other fellow employee. Since emotions are the inevitable part of human mind, so the confidence on good performance makes them to be happy that leads to Civic Virtue behavior. However, it is always require that we have to manage our negative emotions to keep us cool and calm in the situations of stress and strain.

The two variables of self-management, namely Emotion Management Practice and Self-Performance Perception were found to be the positive predictors of the

dimension of OCB called *Social and Functional Participation*. It explained 23 percent of variance in total. The reason may be that participation in any kind of social and functional activities that are not directly related to the work behavior that require awareness about one's performance and emotions and their adequate management. The reason may be that any social activities require job performance first that keep their organizational membership intact, and provide the opportunity to get involve in other relevant organizational activities. It may mean that performance management and emotion management both provide the opportunity of participation in social and functional activities.

Three predictor variables of self-management, namely Self-Performance Perception and Emotion Management Practice were found to be the positive predictors where as Planning Practice was negative predictor of the dimension of OCB called *Altruism*. It explained 10 percent of variance in total. The reason may be that Self-Performance Perception and Emotion Management Practice creates positive mood effect through self-feedback and awareness about performance and emotions. It helps them to keep him/her positive in favor of others. The Planning Practice was found to be the negative predictor of Altruistic citizenship behavior. The reason may be that Planning Practice is required when an individual has number of work to perform in a limited period, so he/she has to schedule and also to prioritize his/her work. If an employee has more work within a specified period than he/she would not be able to involve in any kind of Altruistic behavior. It has been found that Planning Practice behavior would reduce involvement in Altruistic behavior. In addition, performance management and emotion management are motivating factors for Altruistic citizenship behavior.

Two predictor variables of self-management, namely Self-Knowledge of Performance were found to be positive where as Access and Catch up Practices was found to be the negative predictor of the dimension of OCB called *Sportsman Spirit*. It explained 11 percent of variance in total. The reason of such kind of results may be that Self-Knowledge of Performance makes employees aware about their performance through intrinsic motivation that motivates them to accept the nuisances at the work place. Employees with Self-Knowledge of Performance are more self-

motivated than extrinsically motivated. These employees are less concern with physical rewards and materialistic facilities at the work place. On the other hand, Access and Catch up Practices was found to be negatively related with Sportsman Spirit. The reason may be that employees who get involve in such kind of practices may be less efficient. The reasons of lack of efficiency by these employees are generally attributed on the lack of facilities, comfort or ease at work place.

Three variables of self-management, namely Emotion Management Practice, Self-Performance Perception, and Self-Efficacy Perception were found to be the positive predictors of the dimension of OCB called *Individual Initiative*. It explained 15 percent of variance in total. The reason may be that Self-Performance Perception and Self-Efficacy Perception makes an employee self motivated, innovative and creative by improving their performance, creating high self-esteem and an image of self-confident employees. It makes them to involve in Initiative citizenship behavior for the organizational welfare and promotion of its growth. Emotion management makes them to remain focused on their cognitive thoughts and behavior. As it is said that cognitions will follow its own path, emotions stops them getting lost.

The variables of self-management, namely Emotion Management Practice and Self-Knowledge of Performance were found positive predictors of the dimension of OCB called *Generalized Compliance*. It explained 17 percent of variance in total. The reason may be that Self-Knowledge of Performance and Emotion Management Practice makes them aware about their performance, emotions and feelings. Therefore, they easily comply with organizational rules and regulations easily. They know well through self-feedback about their behavior and emotions that make them to focus on every kind of organizationally relevant behavior for instance Generalized Compliance.

Three variables of self-management, namely Self-Performance Perception, Emotion Management Practice, and Supervisory Performance Feedback Perception were found to be the positive predictors of the dimension of IRB called *Job Efficacy*. It explained 46 percent of variance in total. The reason may be that efficiency at the job is determined by many factors especially by motivation to work. Self-Performance and Supervisory Performance Feedback Perception both motivate them

to work hard efficiently. It shows the importance of both kinds of motivations i.e., intrinsic and extrinsic. It means for a better performance employees require self feedback as well as feedback from supervisor who is the source of recognition, reward, promotion etc. For in-role behavior, employees need feedback from their supervisor for promotion, and recognition purpose. Simultaneously, Emotion Management Practice also contributes towards the better performance by keeping negative emotions under control. It shows that negative feelings at work place may be harmful for work efficiency. Therefore, emotional management makes them more focused through undivided attention on their task behavior. Research shows that lack of emotional control leads to memory and attention problems.

Four variables of self-management, namely Self- Performance Perception, Emotion Management Practice, and Self-Efficacy Perception were found to be the positive predictors where as Access and Catch-up Practice was found to be the negative predictor of the dimension of IRB called *Job Sincerity*. It explained 29 percent of variance in total. The reason may be that Self-Performance Perception, Self-Efficacy Perception, and Emotion Management Practice all contributes toward making employees more sincere at work place by motivating them to perform better and beyond some optimal level. On the other hand, Access and catch up practices shows the lack of commitment and involvement in work activities because it shows the compensatory job behavior. This shows that when employee is unable to perform their assigned role responsibilities than they follow Access and Catch up Activities. It shows the lack of Job Sincerity on the part of role incumbents.

A perusal of the result show that there is significant correlation exists between self-management perceptions and practices and IRB. It means that self-management behavior would enhance the employee's IRB. This kind of relationship might arise due to some reasons in the main. One is that, we can think self-management as part of *KSAOs (Knowledge, skills, and abilities and other characteristics)*. Research shows that KSAOs are important predictors of job performance, but at the same time these qualities would not be useful until a person is self-managed or aware about his behavior. Hence self-management proves to be a critical determinant on which KSAOs develops. Self-management behavior helps in acquiring and maintaining

these qualities, which in turn determines success on the job. If a person involves in unmanaged life than he can neither acquire nor maintain knowledge, skill and abilities. A self-managed employee develops KSAOs by making proper goals, consistent efforts, self-feedback, emotional management etc. We can say that KSAOs is not directly responsible for better performance at the job, rather it might be mediated by the self-management behavior. Another reason may be that self-managed employees are *intrinsically motivated*, which helps them in getting their goals at the job. For example, it is observable that students who follow strict and well-controlled life are better performers, gets good grades, and goes through the difficult exams in their life. Deci (1980) conceptualized intrinsic interest as the need for competency and self-determination. Frost and Mahoney (1976) identified an interest-performance link. They suggested that interest may be induced externally for repetitive tasks, but it is intrinsic for problem solving tasks. Deci (1972) reported that intrinsic motivation tends to decrease when extrinsic rewards are offered contingent on performance, because extrinsic rewards may reduce individual sense of personal causation and feeling of competence. One another reason for linking self-management with performance is that self-managed employees may have high *need for achievement*, which works towards enhancing their performance. The result showed that Self-Performance Perception, Emotion Management Practice, and Supervisory Performance Feedback Perception, and Self Efficacy dimension of self-management perceptions and practices predicted Job Efficacy and Job Sincerity dimension of IRB. The reason may be that high need achievers seek situation where they can attain personal responsibility for finding solutions to problems, where they can receive rapid feedback on their performance. Therefore, they could know how well they are performing, and where they can set moderately challenging goals. As a result of this study supports that self-management employees, have self-performance perception, perceive high self-efficacy for their work behavior, and perceive supervisory feedback for achieving their self-set goals. Most likely, self-management employees might have high need for achievement that influences their in-role behavior and OCB both. One important thing may be that Emotional Management dimensions of self-management predicted in-role performance positively. The other reason may be that

the self-managed employees are better in emotional competence. An *emotional competence* is a learned capability based on emotional intelligence that results in outstanding performance at work. At the heart of this competence are two abilities, empathy which involves reading the feeling of others, and social skills, which allow handling those feeling artfully. The quality of emotion management helps in keeping people attentive and focused on their goals even at the time of stress they can clearly think and solve problems positively.

An over view of these results shows the importance of Emotion Management Practice, Self-Performance Perception, Self-Efficacy Perception and Access and Catch up Practices in predicting job performance (IRB & OCB). These were found common predictors of job performance. It means that by focusing on these factors, organizations can increase the overall job performance. The specific predictors of OCB were found, namely Self-Knowledge of Performance and Planning Practice. Similarly, Supervisory Performance Feedback Perception was found to be the specific predictor of in-role job behavior. Overall Emotion Management Practice and Self-Performance Perceptions were found most important dimensions in predicting job performance. The analysis of results showed that management of negative emotions is central for the better performance. The reason may be that after beginning of the process of integrating world markets, the competition in the market has increased tremendously that influenced the individual organizational behavior also. There are new challenges to adapt with new work culture, new technology and new competitors in the market. The individual emotional behavior has become a focus of attention. Employees have to deal effectively with their anger, aggression, stress, and strain on every step of work. At the same time, they have to compete with more efficient and productive work force, so they have to always improve their performance by Self-Performance Perception. The idea of supervisory control, leadership control etc has been getting abolished with the emergence and popularity of the concept of self-management. In coming years, self-management would become a key concept in practice to improve the efficiency, productivity and health of employees. The result showed that self-management has been found to be a good predictor of overall job performance i.e., in-role job behavior and extra role citizenship behavior. The issue of

job performance is essentially a focus of attention for the organizational scientist. Both type of job performance are equally important at this juncture when organizations are facing lots of competitions. The sustainability of organizations would definitely be determined by how much its employee engages in citizenship behavior as well as in-role job behavior. As Katz and Kahn (1978) rightly noted that innovative and spontaneous behavior in organizations is key to the stronger organizational system. The result showed the importance of self-management behavior for citizenship behavior that was a major goal in the present work. The results are also supported by McClelland's (1973) paper *"Testing for Competence rather than for Intelligence"* argued that traditional academic aptitudes, school grades, and advanced credentials simply did not predict how well people would perform on the job or whether they would succeed in life. Instead he proposed that set of specific competencies including empathy, self-discipline, and initiatives distinguished the most successful from those who were merely good enough to keep their jobs.

The above discussion clearly indicated the importance of self-management in predicting the job performance (IRB & OCB) positively. The concept of self-management may conceptualize as the antithesis of external control or organizational control. Examples of these external control procedure or mechanism are formal leadership (Etzioni, 1975; Weber, 1947) formal roles (Graen, 1976), output and behavioral control (Ouchi & McGuire, 1975) and systematic, discretionary and developmental models of control (Van Dyne Ven, Delbecq, Koenig 1976). Nevertheless, all these control mechanisms has remain limited to job behavior, which produced job-specific role behavior. The concept of external control mechanism was based on to promote the effective functioning of the role behavior. Traditionally, external control mechanism has not become successful to produce innovative & spontaneous behavior.

OCB is understood as extra role behavior that cannot be promoted through external control mechanism. Therefore, concentration has been shifted from external control to self-control, self-regulation or self-management. It might be possible that internal control mechanism as represented by self-management behavior might



predict the citizenship behavior. The result of present work showed the importance of self-management in predicting citizenship behavior as well as in-role behavior. The reason of predicting in-role behavior might be that self-management provides greater autonomy and flexibility, more independence at the job that motivate employee to perform well. In the period of old economy it was feasible to control the production process through external control, but in the age of new economy it is quite infeasible because of the greater competition and market demands for better quality. Now customer satisfaction comes first. If we really want to improve the production quantity and quality, in-role and extra role citizenship behavior than self-management is a desired concept.

The reason is very clear that no organizational plan can foresee all contingencies within its operations, can anticipate with perfect accuracy all environmental changes, or can control perfectly all-human variability. Here self-management behavior appears inevitable for organizational existence. It seems that external control procedures are essential for organizational maintenance or status quo while self-management behavior is *sine qua non* for organizational citizenship behavior and for the continuous improvement (Kaizen) or advancement of organization.

Recently Bolino (1999) studied citizenship behavior as “good actor” syndrome rather than ‘good soldier” syndrome. In the present work researcher also examined the strength of association between impression management and citizenship behavior.

The predictor variables of impression-management, namely Job Outcome Credit Focused Impression Management was found to be the positive predictor of the dimension of OCB called *Emotional Support*. It explained 5 percent of variance in total. The result showed that Job Outcome Credit Focused Impression Management behavior by employee predicts Emotional Support for fellow workmen. The reason may be that employees try to create the positive impression on their supervisor because of the gains associated with impression management. Similarly, this behavior predicts Emotional Support as a way to create a better impression on supervisor.

Through providing Emotional Support employees creates a better impression to take the credits of the work.

Two predictor variables of impression-management, namely Supervisory Focused Impression Management was found to be the negative predictor where as Self-Focused Impression Management was found to be the positive predictor of the dimension of OCB called *Concern for Organizational Resources*. It explained 9 percent of variance in total. The reason may be that Supervisory Focused Impression Management behavior by employee may make them non productive and less efficient. They focus more on making supervisor happy than their present work. For making them happy they waste their time and effort. Therefore, they have little Concern for Organizational Resources. Where as Self-Focused Impression Management behavior found to be positively related. The reason may be that Self-Focused Impression Management motivate employee to do something positive in favor other individual and organization. They want to present themselves in favorable light. It makes them Concern for Organizational Resources.

The predictor variable of impression-management, namely Job Outcome Credit Focused Impression Management was found to be the positive predictor of the dimension of OCB called *Organizational Pride*. It explained 3 percent of variance in total. The reason may be that Job Outcome credit Focused Impression Management behavior motivate employee to involve in more job related activities to make positive impression that attach them to organization. It makes them to feel pride on their present working organizations.

The predictor variables of impression-management, namely Self-Focused Impression Management and Job Specific Impression Management were found to be the positive predictors of the dimension of OCB called *Work Mindedness*. It explained 11 percent of variance in total. The reason may be that people join organizations to get work for their livelihood and to utilize their knowledge, skill and ability learned in the past. They get compensation for their work. Employees in organizations always try to manage their image of a hard and efficient worker to get better fringe benefits. The impression management practice focusing on Self (hard

working or efficient person) and Job (showing job specific Skills and ability) becomes a better predictor of Work Mindedness dimension of citizenship behavior.

The predictor variable of impression-management, namely Self-Focused Impression Management was found to be the positive predictor of the dimension of OCB called *Civic Virtue*. It explained 5 percent of variance in total. The reason may be that employees try to present themselves in a way that they might appear as “nice employees” of the organization. They get involve in good-looking behavior and gestures that predict their Civic Virtue behavior. It means that nice employees more involve in Civic Virtue behavior to enhance their self image.

The predictor variables of impression-management, namely Self-Focused Impression Management and Job Outcome Credit Focused Impression Management were found to be the positive predictors of the dimension of OCB called *Social and Functional Participation*. It explained 10 per cent of variance in total. Self-Focused and Job Outcome Credit Focused Impression Management facilitate in making an image of a nice and efficient worker. It predicts Social and Functional Participation at organizational level. It means that impression management motive may be a major factor behind social activities of employees at organizational level. Through participation in social and organizational activities employees put themselves in favorable condition and try to get the credit of the work.

Three predictor variables of impression-management, namely Supervisory Focused Impression Management and Job Outcome Credit Focused Impression Management were found to be the negative predictors whereas Self-Focused Impression Management was found to be the positive predictor of the dimension of OCB called *Sportsman Spirit*. It explained 9 per cent of variance in total. The result showed that employees try to boost up their image of a nice citizen by accepting nuisances at work place. Self-Focused Impression Management facilitates Sportsman Spirit citizenship behavior. Supervisor Focused and Job Outcome Credit Focused Impression Management behavior inhibits in Sportsman Spirit citizenship behavior. The reason may be that employees want to get facilities to accomplish their task. In an effort of task accomplishment, they focus more on making positive impression

about their work on supervisor and try to take credit by not accepting nuisances at work place.

The predictor variables of impression-management, namely Self-Focused Impression Management was found to be the positive predictor of the dimension of OCB called *Individual Initiative*. It explained 5 per cent of variance in total. The reason may be that as employees try to engage in presenting themselves as a nice person. It motivates their initiative behavior for the welfare and promotion of organization. Individual Initiative becomes a way to promote impression management about one's self.

The two predictor variables of impression-management, namely Self-Focused Impression Management was found to be the positive predictor whereas Supervisory Focused Impression Management was found to be the negative predictor of the dimension of OCB called *Generalized Compliance*. It explained 7 per cent of variance in total. The reason may be that Self-Focused Impression Management behavior might show the image of a better citizen that would facilitate Generalized Compliance citizenship behavior. A person with Self-Focused Impression Management may regards rules and regulations of a place where he works to get some recognition and advantages. Supervisory Focused Impression Management is much more motivated by attractive incentives in organizations. It comply them to focus on context driven behavior to get better benefits. They do not focus much on organizational rules and regulations.

The predictor variables of impression-management, namely Self-Focused Impression Management and Job Outcome Credit Focused Impression Management were found to be the positive predictors of the dimension of IRB called *Job Efficacy*. It explained 5 per cent of variance in total. The reason may that the image of a nice and efficient employee helps in different ways for accomplishing their tasks. Therefore, they easily get the cooperation from others to finish their task. It has been observed that people with a good image, easily trusted by others.

The two predictor variables of impression-management, Self-Focused Impression Management was found to be the positive predictor whereas Supervisory Focused Impression Management was found to be the negative predictor of the

dimension of IRB called *Job Sincerity*. It explained 5 per cent of variance in total. The reason may be that self-focused behavior is more directly related with personal image in the eyes of other employees, so they may get cooperation from others easily or vice versa. Whereas they try to be a sincere and committed person to enhance Self-Focused Impression Management at the work place. Supervisory Focused Impression Management behavior is incentive focused which they want to *get alone*. It may make them competitive and jealous. It precludes getting cooperation from others.

The relationship between impression management-job performance is relatively unexplored area. Nevertheless, as we know that impression management tactics work in enhancing one's image of a good organizational citizen that indirectly contributes to the employees' job performance. Leary and Kowalski (1990) noted that employees would engage in impression management behavior to facilitate the achievement of a "good organizational citizen" image.

The overall results related to the relationship between self-management and job performance, impression management and job performance showed that self-management perceptions and practices were found to be the better predictor of different dimensions of IRB and OCB. It was also observed that the concept of impression management was also found to be a significant predictor of IRB and OCB but it was less significantly related than self-management. The adjusted  $R^2$  for self-management was found to be much greater than impression management variable. It means that self-management variable produces more variance in IRB and OCB than impression management. Here, it would be wrong to ignore the concept of impression management in relation to IRB and OCB. The result showed that employees do not only consider IRB and OCB as part of their job performance but also get involved in making good impression. Bolino (1999) found in an article that people who involve in OCB are not only a good soldier but also a good actor. The simple reason of getting involved in impression management behavior is to achieve benefits in the organization and the OCB activities may not ensure any definite and tangible rewards for employees. Possibly the employees try to get some benefits of their citizenship behaviors through making and managing impression in the eyes of their superiors. To

some extent it would not be wrong on the part of employees because unconditional cooperative behavior and gesture of good will might also be rewarded and recognized.

More accurately, Ralston & Elsass (1989) noted that individual react to political environments by increasing their use of impression management tactics. When individual perceive organizational processes such as rule enforcement, performance appraisal and advancement decisions become politicized and subjective. It is also possible that individual will be more likely to engage in impression management behavior when his in-role performance is suffering. When he does not complete in-role assignments, he engages in impression management tactics to enhance his organization image of loyal and committed employee.

Impression management behavior is considered positive only when employees are really committed to their work and it helps in positive performance appraisal for promotion, advancement, training and development etc.

Aside from OCB, the other variables that were considered to be important in the present work were emotional intelligence and self-management. One way to explore the relative importance of these variables was to evaluate their strengths of association with the other organizationally relevant variables. Consequently the next question was raised, which was as follows.

*Question 5. What would be the strength of association of emotional intelligence and self-management perceptions and practices, with organizationally relevant outcome variables as criterion?* (Please see p. 211, of the Results section for details of analysis). Schematically, this could be depicted as follows.

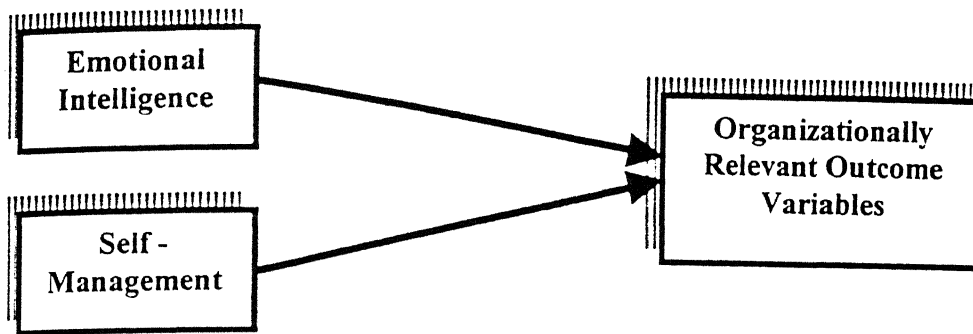


Figure 14. Showing the relationship of emotional intelligence and self-management perceptions and practices with organizationally relevant outcome variables.

As mentioned earlier also, the outcome variables were the following ones: *Personal Effectiveness, General Health, Turnover Intention, and Perceived Job mobility, Organizational Effectiveness, Organizational Productivity, Vertical Trust, Organizational Commitment, Career Orientation, Reputational Effectiveness, Work Recognition and Job Satisfaction.*

The variable called Controlled Problem Solving, a dimension of emotional intelligence was found to be the positive predictor of the *Job Satisfaction* as the criterion. This was an interesting finding in that there was an indication that Job Satisfaction belongs to the affective as well as cognitive sphere of human personality. It is equally true to the concept of emotional intelligence as it also connects cognitive as well as affective sphere of human personality. It may mean that both the concepts have same underlying structure. In an attempt to seek an explanation for such a finding perhaps, one needs to understand the Controlled Problem Solving itself. Controlled Problem Solving refers to the capacity of the individual to focus on his/her work related problems by controlling one's emotions. It means using one's cognitive capacities for productive purpose by keeping oneself cool and calm in difficult situations. It might be possible that it will enhance one's productivity and efficiency at work place that could lead to the feeling of Job Satisfaction. Fisher (2000) found

that measures of real time mood and emotions at work place would relate to job satisfaction. Positive and negative emotions contributed to unique variance to the prediction of overall job satisfaction. It can be argued that people with emotional intelligence skill in terms of Controlled Problem Solving might have feeling of Job Satisfaction.

The next criterion variable in the organizationally relevant outcome variables was *Personal Effectiveness*. The dimensions of emotional intelligence, namely Assertiveness and Positive Self Concept and Reality Awareness were found to be the positive predictors of the Personal Effectiveness as the criterion. Both predictors were found to be equally important in predicting the Personal Effectiveness. The reason might be that emotional intelligence as represented by Assertiveness and Positive Self Concept and Reality Awareness is related with the high intrapersonal and interpersonal skills. These skills help an employee to get the cooperation from others, and make team effort to achieve the one's job goals at work place. When any problem arises at the work place, employees might solve that by taking the cooperation and in coordination with others. As we know that organizations are based on cooperative and team effort. The success and effectiveness of a person will depend upon the degree of cooperation he gets from others or vice versa. In a study, emotional intelligence (EQ-i) produced 45 percent of success, which included 1,171 air force recruiters worldwide. The best performing recruiters scored high on assertiveness, empathy, interpersonal relations, problem solving and optimism (BarOn, 1998). Research finding shows that Positive Attitude about Life and Assertiveness and Positive Self Concept has been linked with the promotion of positive mental health and prevention of negative mental health (Jain & Sinha, 2002). On the one hand, the skill of Assertiveness and Positive Self Concept precludes the negative feelings of unhappiness, dissatisfaction and low confidence. On the other hand, Reality Awareness makes employees' to be more focused and attentive in performing the task in hand. Both factors jointly result into increasing one's effectiveness at work place. By implication, it might be argued that emotional intelligence skill as represented by Assertiveness and Positive Self Concept and Reality Awareness would be helpful in increasing the organizational effectiveness, productivity and ability to adapt with the



change through increasing Personal Effectiveness in the conditions of uncertainty and chaos.

Organizational Commitment was taken as another criterion variable consisting of four dimensions. The results of multiple regression analysis showed that emotional intelligence significantly predicted only three dimensions, namely *Sense of Attachment*, *Conditional Continuance Commitment*, and *Normative Commitment*. Specifically Reality Awareness dimension of emotional intelligence predicted Sense of Attachment and Normative Commitment positively. The reason might be that Sense of Attachment and Normative Commitment might belong to same region i.e. affective sphere of human personality. Sometimes it may happen that people who are affectively committed to others feel moral responsibility too. In other words, people who feel moral responsibility (normative commitment) get into affective relations with others. That is because Reality Awareness has been found to be a common predictor for both. It is possible that it makes employees aware about one's environment and about one's self. It might lead to greater concerns to the organization and its welfare. Employees try to understand the organizational needs, goals and make efforts for their fulfillment. It can be argued that Reality Awareness might be a contributing factor to employees' retainability. Reality Awareness dimensions of emotional intelligence makes employees positive toward organization. Results showed that Assertiveness and Positive Self Concept dimension of emotional intelligence predicted Conditional Continuance Commitment negatively. The reason might be that Conditional Continuance Commitment is need based or calculative commitment. It is not considered as true form of commitment. The emotional intelligence as represented by Assertiveness and Positive Self Concept might make employees more genuine and honest about one's and organizational need. That may lead to greater true commitment based on organizational need rather than on individual need. It is possible that they will give preference to organizational need over one's need. It may be implied from the results that Assertiveness and Positive Self Concept might preclude self-centered thinking in employees and make them concern with the organization more honestly. By implication, it can be argued that commitment have been found to be a significant negative predictor of turnover. The

present results showed that on the one hand, Reality Awareness increases affective and normative commitment positively that consist affective component. On the other hand, Assertiveness and Positive Self Concept precludes Conditional Continuance Commitment that consist cognitive component to a greater amount. The true commitment is emotional. Emotional intelligence contributes towards greater organizational commitment.

Similar to Personal Effectiveness, *Reputational Effectiveness* is also predicted by same set of emotional intelligence, namely Assertiveness and Positive Self Concept and Reality Awareness. It may be argued that both of these predictor variables increase one's reputation by making them more innovative and attentive to the production process. Employees with these emotional intelligence capacities take more initiatives, feels more confidence, and responsibility. These emotional intelligence capacities might enhance the employees' reputation of as an effective worker through better interpersonal skill. Employees would be able to fulfill the role expectation of diverse groups of people. By Implication, it might be argued that reputation may be one the major factor for greater performance and satisfaction.

The next criterion variable was general health consisting two dimensions, namely Sense of Accomplishment and Contribution and Bothereation Free Existence. This variable requires little more elaboration as it has been found to be most dominating criterion among all the relevant outcome variables that is best predicted by dimension of emotional intelligence. The variable Positive Attitude about Life was found to be the positive predictors of the *Sense of Accomplishment and Contribution* dimension of General Health as the criterion. In an attempt to seek an explanation for such a finding perhaps, one needs to understand the dimension of general health itself. The general health dimension called Sense of Accomplishment and Contribution represents a state of affairs where one feels capable, confident and satisfied in his/ her surroundings. Such a person enjoys the work and feels motivated to accomplish the goals of the organization. He/ she is affectively inclined to work hard. Hence, this factor is best predicted by Positive Attitude about Life dimensions of emotional intelligence. The results make sense in that optimistic attitude toward work and life in general is likely to make the person happy, satisfied, confident, and

capable. These results are consistent with theory of "*Learned Optimism*" given by Martin Seligman (1991), who conducted a classic study demonstrating how optimism bolstered sales productivity at Met Life, an insurance company. Seligman found that optimists sold 29 per cent more insurance in the first year than did their pessimistic peers, and 130 per cent more their second year. The results are also consistent with the assumptions of "*positive psychology*" which shifted the focus from repairing the worst things in life to also building good positive qualities. Earlier general health model focused on psychological disorders and negative effects of environmental stressors such as parental divorce, role conflicts and role overload, loss of a job or loved ones etc. Positive psychology emphasized that field of psychology is not just concern with treating the mental illness of patients within a disease framework; rather it is also the study of strengths and virtues. It is about the work, education, insight, love, growth and play.

The other dimension of general health was *Botheration Free Existence*. The variable Positive Attitude about Life and Assertiveness and Positive Self Concept was found to be the positive predictors of the dimension Botheration Free Existence of general health as the criterion. In an attempt to seek an explanation for such a finding perhaps, one needs to understand the Botheration Free Existence (the dimension of general health). This dimension of general health represents a state of affairs where one does not feel motivated to make an active attempt to adapt to the environment. It is represented by laid- back attitude by the role incumbents. Such a person tries to avoid the negative feeling of depression, unhappiness, and dissatisfaction that arise at work place. Hence, this factor of general health is best predicted by emotional intelligence represented by the feeling of Positive Attitude about Life, and skill of Assertiveness and Positive Self-Concept. The results make sense in that optimistic attitude toward work and life and skill to assertively put one's own ideas and feelings in front of others, is likely to keep one away from the feeling of unhappiness, dissatisfaction, depression etc. The results are suggestive of a need to boost up the prevention research for general health. Prevention researchers have discovered that there are human strengths that act as buffers against mental illness; courage, future mindedness, optimism, interpersonal skill, work ethic, hope and honesty,

perseverance, and capacity for flow and insight, to name several. Peter Salovey and his co-authors (Salovey, Rothman, Detweiler, & Steward, 2000) admitted that because of pathological biases of most research in field, a great deal is more known about how negative emotions promote illness than is known about how positive emotions promote health. However, as positive and negative emotions are generally inversely correlated, they argue that substituting the former for the latter can have preventive and therapeutic effects. Therefore, if psychologists wish to foster excellence, it is not enough to help those who suffer. The majority of normal people also need examples and advice to reach a richer and more fulfilling existence (Seligman & Csikszentmihalyi, 2000).

The results acquire relevance as Positive Attitude about Life emerged as common predictor for both Sense of Accomplishment and Contribution and Botheration Free Existence. It means that Positive Attitude about Life does not only predict and promote positive mental health but it also helps one in keeping away from the daily life botherations at work place. The results make sense in that this dimension of emotional intelligence creates a feeling of positive affect (happiness, satisfaction, optimism, and confidence) and help in adapting to negative affect (dissatisfaction, unhappiness, and pessimism). So this dimension may be thought of as acting in both ways in keeping employees actively healthy. The results have implication with reference to the Motivation-Hygiene theory that considers two sets of factors. First, intrinsic factors that are related to job satisfaction like achievement, advancement, recognition etc. Second, extrinsic factors those are associated with precluding dissatisfaction like salary, supervision, work conditions etc. The result of present study showed that emotional intelligence as represented by Positive Attitude about Life was found to be then important predictor for positive and negative mental health. It does not only promote positive mental health but also preclude from daily life botherations at work place. This can be an important implication of present work in that there may be some common factors that are relevant for both intrinsic and extrinsic sources of satisfaction and dissatisfaction. These common factors might be related to within-individual skills and abilities as represented by emotional intelligence (Jain & Sinha, 2002).

The dimensions of emotional intelligence, namely Controlled Problem Solving, Reality Awareness, and Impulse Control were found to be the positive predictors of the *Vertical Trust* as the criterion. The reason might be that Vertical Trust is concerned with consisting positive expectations in interpersonal relationship about another's motives. Emotional intelligence as represented by Controlled Problem Solving, Reality Awareness, and Impulse Control might enhance one's interpersonal skills. Specifically, Controlled Problem Solving and Impulse Control are concerned with the skills and capacities to keep one-self cool and calm in difficult situations. It may maintain employee's productivity and efficiency that might generates positive thoughts about others in making good and harmonious relationship. The quality of remaining cool and calm might enhance the risk taking capacity in spite of facing poor experiences in interpersonal relationship. It always makes them optimistic about another's motive. Similarly, Reality Awareness makes employee has to set more realistic goals and to achieve them through more realistic efforts. The realistic attitude makes employees to trust on employer for their work and achieving organizational goals. Jones and George (1998) stated that unconditional trust has positive impact on interpersonal cooperation and teamwork in organizations. Trust is inevitable part of interpersonal dynamics. Many interpersonal problems arise due to a lack of basic trust at the work place. Emotional intelligence competencies call for higher level of competencies. Emotional intelligence offers guidance on how to deal with interpersonal trust. Interpersonal trust is one to effective interpersonal communication. The level of trust develops as a function of intrapersonal, interpersonal and organizational factors (Singh, 2001).

The emotional intelligence dimension called Controlled Problem Solving was found to be the negative predictor of the *Turnover Intention* as the criterion. The reason may be that Controlled Problem Solving might provide emotional control over one's negative emotions at work place. It has been found that negative emotions influences organizational effectiveness, employees' satisfaction and health negatively. Emotional intelligence skill as represented by Controlled Problem Solving might preclude Turnover Intentions. Research studies showed that competencies such as initiative, self-confidence, leadership, and the like, play crucial role in the

retention. In a case study of newly hired sales reps at start up Computer Company, those hired for emotional competence were 90 percent more likely to finish their training than those hired on other criteria. By implication, it can be argued that emotional competence as represented by Controlled Problem Solving might be an essential ingredient of employees' retention. It can save a firm from a heavy loss due to employee turnover.

The next criterion variables were organizational effectiveness and organizational productivity. The variable Controlled Problem Solving was found to be the positive predictor of the *Resource Acquisition related Organizational Effectiveness and Perceived Overall Organizational Effectiveness* dimension of Organizational Effectiveness as the criterion. Where as Assertiveness and Positive Self Concept was found to be the negative predictor of Resource Acquisition related Organizational Effectiveness. The reason may be that Controlled Problem Solving might lead to greater efficiency and productivity of employees. It helps them to control over one's negative emotions and impulsiveness. It makes them to focus on their job without influenced by negative affective processes. It is possible that when employees show controls over negative emotions at work place other people also have such feelings of control. It may acts like a chain reaction in controlling their negative emotions that increases overall organizational effectiveness and productivity. Goleman (1998) pointed out the points of differences for organizations, for better and worse: were self-awareness, managing emotions well, and drive to achieve.

The results showed that Controlled Problem Solving was found to be the positive predictor *Organizational Productivity* also as the criterion. The other variables of emotional intelligence called Assertiveness and Positive Self Concept was found to be negative predictor of Resource Acquisition related Organizational Effectiveness. The reason may be that Assertive people with Positive Self Concept might have self-centered focus. Sometime it may lead to work for individual goals than for organizational goals. It is possible that they would like to acquire resources for their own personal benefits than for organizational benefits.

Overall, organizational effectiveness and productivity is found to be positively predicted by Controlled Problem Solving. Controlled Problem Solving refers to performing effectively under the pressure rather than reacting out by the panic, anger or alarm reactions. In today's environment, organizations are changing rapidly that created the need for survival. Organizational existence has become a core issue in the recent time. Organizations are being collaborated, and merged due to the greater competition at global level. They have to increase the strength of human resources for their existence and survival. Emotional intelligence has been proved such a strength that might be a critical factor in organizational existence and survival. The research has showed that anger, aggression, conflict etc. were found to be the most prominent disaster for organizations. It harms organizations unlimitedly. Emotional intelligence as represented by Controlled Problem Solving has been found to be a core quality for organizational effectiveness and productivity. It may mean that emotional intelligence should act in two way first it help in controlling over one's negative emotions and second, using this ability in solving problems at work place. It can be suggested that the principles of remaining cool and calm are inevitable for organizational survival. It enhances organizations' inner strength to deal effectively with the problems of conflicts and aggression. Now organizations goals should be different from traditional one. In the period of old economy, organizations were motivated to maximize the production and to reduce the cost. They were based on economic principles of profit and loss. Now in the age of new economy, the goals are related with peoples' satisfaction, health, commitment, confidence, inner strength, self-awareness, happiness, and self-control. Organizations should enhance these capacities of people for their survival. The productivity and effectiveness are resultant of these human skills. The goals should be to make organizations emotionally intelligent.

The results of present work with emotional intelligence as antecedent and organizationally relevant outcome variables as consequences showed that emotional intelligence have been found a significant predictor of the outcome variables. More specifically, it has been observed that "Controlled Problem Solving" dimension of emotional intelligence was found most important predictor variable that predicted the Job Satisfaction, Vertical Trust, Turnover Intention, Organizational Effectiveness and

Organizational Productivity. Out of these criterion variables, Controlled Problem Solving negatively predicted Turnover Intention where as other criterion variables were found to be predicted positively. The next important predictor was "Assertiveness and Positive Self Concept" dimension of emotional intelligence that predicted Personal Effectiveness, Reputational Effectiveness, and Botheration Free Existence positively where as Conditional Continuance Commitment and Resource Acquisition related Organizational Effectiveness was found to be negatively predicted. The other important predictor variable was "Reality Awareness" dimension of emotional intelligence that predicted Personal Effectiveness, Reputational Effectiveness, Sense of Attachment, and Normative Commitment and Vertical Trust positively. The fourth important predictor variable was "Positive Attitude about Life" dimension of emotional intelligence that predicted Sense of Accomplishment and Contribution and Botheration Free Existence dimensions of general health positively. The last important predictor variable was "Impulse Control" dimension of emotional intelligence that predicted Vertical Trust positively.

Some important conclusion can be made out of these results. First, Personal and Reputational Effectiveness was predicted by same set of dimensions of emotional intelligence that are Assertiveness and Positive Self Concept and Reality Awareness. Second, Organizational Effectiveness and Organizational Productivity were positively predicted by Controlled Problem Solving dimension of emotional intelligence. Third, Positive Attitude about Life predicted both the dimension of general health, namely Sense of Accomplishment and Contribution and Botheration Free Existence positively. Fourth, Reality Awareness dimension of emotional intelligence predicted Sense of Attachment and Normative Commitment dimensions of organizational commitment that are conceptualized as true forms of commitment. Fifth, Job Satisfaction and Turnover Intention were predicted by Controlled Problem Solving dimension of emotional intelligence. Sixth, Assertiveness and Positive Self Concept was found to be the negative predictor of Conditional Continuance Commitment and Resource Acquisition related Organizational Effectiveness. Finally, Vertical Trust as criterion variable was positively predicted by Controlled Problem Solving, Reality Awareness and Impulse Control dimensions of emotional intelligence. It may mean



that Vertical Trust was more closely related with the concept of emotional intelligence.

Overall, the results of present study supported theoretical framework propounded by Salovey and Mayor (1990), Mayer and Salovey (1997), BarOn (1997) and Goleman (1995, 1998). The results showed that emotional intelligence might have significant impact on the organizationally relevant outcome variables. However, a scrutiny of the results would reveal the fact that there is much left to be desired. The results contained in Table 60 for instance would suggest that though the prediction results were significant, the amount of variance shared between the predictor and criterion was nothing to feel jubilant about (a maximum of 18 per cent and at times as low as one per cent only). Further, it would be noted that original item pool of 133 items of the emotional intelligence questionnaire was reduced to only 21 items upon factor analysis. This may be indicative of (a) that the concept of emotional intelligence has not evolved and taken roots in population, which the sample of the study represented, and (b) the construct of emotional intelligence as represented through the dimensions in the present study may not be robust enough predictors of the organizationally relevant outcomes, when considered alone as a construct. May be, the outcome variables are accounted for by other variables of organizational relevance, or may be the range and spectrum of emotionally intelligent behavior needs to be increased and broadened with inputs that are more culturally relevant to the sample of the study compared to the contents of the emotional intelligence measure of Baron's (EQ-i). The idea needs to be examined further with more varied samples and inclusion of more culturally relevant items. Nonetheless, the study may be treated as valuable because of its empirical assessment of the construct of emotional intelligence in a culture like India that is usually believed to be high on emotionality. May be the moral of the story is that being emotional need not necessarily supply a strong foundation for emotional intelligence, and that emotional intelligence concept needs to be broadened to encompass cultural specifics.

The relationship of self-management perceptions and practices was also examined with the organizationally relevant outcome variables.

The Self-Performance Perception, Planning Practice, and Supervisory Performance Feedback Perception, dimensions of self-management were found to be the positive predictor of the *Job Satisfaction* as the criterion. The reason may be that Job Satisfaction is determined by the individual level performance on the job i.e. how well an employee perform his/her job? The dimensions of self-management, namely Self-Performance Perception and Supervisory Performance Feedback Perception provide feedback for their performance. Employees' job behavior is directed by the feedback; they receive from their supervisors and perceive their performance themselves. Similarly, Planning Practice helps them in making short term and long-term goals at their jobs that further guide their job behavior. It also gives direction for work. Overall, employees' level of job satisfaction get influenced by these two important factors, namely *goals & feedback*. Both make their performance up to the mark. It might be the source of Job Satisfaction.

The Planning Practice, and Emotion Management Practice, dimensions of self-management were found to be the negative and positive predictor of the *Career Orientation* as the criterion respectively. The reason may be that Planning Practice helps in developing and directing towards important plans in employees' career. It reduces the motivation for Career Orientation. They already have well planned career. They neither involve in making career plans on their jobs nor switch over easily from their current job for better one. Where as Emotion Management Practice on the job helps in controlling their emotions. Emotion Management Practice act in two ways for Career Orientation. First, employees feel satisfaction at affective level because of their contribution to their current organizations and feels need to see new jobs for their growth. Secondly, continuous involvement in management of their negative emotions for instance, aggressions, frustrations etc motivate them to leave their present job because of accumulation of negative emotions.

The Self-Performance Perception and Emotion Management Practice are found to be the positive predictor of the *Personal Effectiveness* as the criterion. The reason may be that Self-Performance Perceptions provide feedback control mechanisms. It provides self-awareness about their role and behavior on the job. That guide employees' job behavior and makes them effective by adjusting with the

demanding and challenging environment. Simultaneously, Emotion Management Practice helps in keeping negative emotions away from their work place. That also makes them effective. The results are consistent with the findings of Gist, Bavetta, and Stevens (1990) who found that self-management trainees to exhibit higher rates of skill generalization and higher overall performance level on the transfer task, even after the effects of outcome goal level were controlled.

The Planning Practice dimension of self-management was found to be the positive predictor of the *Sense of Attachment and Organizational Attraction* (components of affective commitment) dimensions of organizational commitment as the criterion. The reason may be that Planning Practice helps in deciding the important goals and nature of organization which individual would join. When an individual joins the organization, which he/she planned to join than it makes them to be affectively committed for the organization. Self-Efficacy Perception also determines the motivation for Organizational Attraction. The reason is quite obvious that qualified and skilled person feels attracted toward those organizations where he/she could utilize their knowledge, skills and abilities. It makes them affectively committed for that organization. Self-Knowledge of Performance and Self-Performance Perception were found to be the negative and positive predictor of the *Conditional Continuance Commitment* dimension of organizational commitment respectively. The reason may be that Conditional Continuance Commitment is need-based commitment. Self-Knowledge of Performance makes employees aware about their performance, which facilitate in improving and controlling their performance level. In favor of organization, they do hard work. Where as Self-Performance Perception makes them to feel confident about their performance on the job, it motivates the job-hopping as they get more attractive incentives with other organization. It means people who are well qualified and skilled could work anywhere, and remains associated with any particular organization for their need fulfillment purpose. Self-Efficacy Perception positively predicts *Normative Commitment*. The reason may be that employees who feel themselves efficient and effective in the organization also feel their moral responsibility to remain with the organizations. The efficient and effective employee may be logical in their

commitment. They know job-hopping is not a good thing; they try to fulfill their responsibility by feeling attached for relatively longer duration.

Overall, it might be stated that Planning Practice and Self-Efficacy Perception are important for the purpose of making employees affectively committed and normatively committed. Affective and normative commitment is important to retain employees on the job and to reduce the job-hopping. Self-Efficacy and Planning Practice were found to be important for retainability in the organization.

Self-Performance Perception, Planning Practice, Supervisory Performance Feedback Perception, and Self-Efficacy Perception dimensions of self-management were found to be the positive predictor of the *Reputational Effectiveness* as the criterion. The reason may be that all these four variables significantly influences the perception of mastery in their job, goals determination, feedback control, confidence on one's skill and knowledge and ability. These dimensions help managers to develop the reputation of an effective and efficient manager. The results are consistent with statement of Luthans (1979) who stated that self-management seems to be a basic prerequisite for effective management of other people, groups, organizations and societies.

The Emotion Management Practice, Self Knowledge of Perception, Self-Efficacy Perception, and Self-Performance Perception dimensions of self-management were found to be the positive predictor of the *Sense of Accomplishment and Contribution* dimension of General Health as the criterion. The reason may be that Emotion Management Practice makes employees to actively control their negative emotions at the work place. Self Knowledge of Perception guides employee's job behavior in the direction of goals achievement. Self-Efficacy Perception and Self-Performance Perception make employees to feel confident, satisfied, and happy about their job behavior. Overall these four variables increase the Sense of Accomplishment and Contribution. These variables might help in making active attempt on the environment to feel well adjusted and effective at the work place. Similarly, Self Knowledge of Perception, and Self-Efficacy Perception were found to be the positive predictor where as Access and Catch up Practices was found to be negative predictor of *Botheration Free Existence* dimension of General Health

as the criterion. The reason may be that Self Knowledge of Perception and Self-Efficacy Perception helps in avoiding negative feeling of dissatisfaction, poor confidence and unhappiness as a result of their confidence in their knowledge, skill and ability. Employees get involve in Access and Catch up practices in accomplishing the task through putting extra effort and hard work. It means when employees could not cope up with the demanding and challenging environment than he/she get involve in access and catch up practices. It makes them to feel lower confidence and dissatisfied.

It is worthwhile to look at the common predictor of both dimensions of general health. It could be noted that Self Knowledge of Perception and Self-Efficacy Perception were found to be common predictor of the General Health. It means these two dimensions act in two ways, on the one hand it helps in making active attempt to get well adjusted and on the other hand it helps in avoiding negative feelings.

The Self Knowledge of Perception, Planning Practice, and Self-Performance Perception dimensions of self-management were found to be the positive predictor of the *Vertical Trust* as the criterion. The reason may be that Self Knowledge of Perception and Self-Performance Perception provide awareness about one's job behavior in relation to others. They feel more confidence about their skill and knowledge. It creates positive emotions about others that make them to trust on their supervisor. Planning Practice also helps in accomplishing important task at the job. The feeling of task accomplishment makes them confident and satisfied. It further enhances the trust level on the supervisor. May be because the feeling of insecurity and lower confidence makes not to trust on others.

The Self-Performance Perception and Access and Catch up Practices dimensions of self-management were found to be the positive predictor, where as Planning Practice was found to be the negative predictor of the *Perceived Job Mobility* as the criterion. The reason may be that Planning Practice helps in making proper plans and establishing goals on the job. Employees feel satisfied and happy by achieving their daily goals. Planning Practice helps in controlling the job behavior in the direction of goal. When employees achieve their job goals, it reduces the probability of Perceived Job Mobility. Where as Self-Performance Perception and

Access and Catch up Practices increase the chance of Perceived Job Mobility. The reason may be that Self-Performance Perception makes employees to be feeling highly confident about their job skills. It increases the chance to leave the current job for better one. Access and Catch up Practices shows the extra effort on the part of role incumbent to accomplish the task. When employees is ready to put extra effort to accomplish his/her task, it may means that he/she can do hard anywhere for task accomplishment. It might be possible that he/she could leave the job for better one.

The Planning Practice dimension of self-management was found to be the negative predictor of the *Turnover Intention* as the criterion. The reason might be that Planning Practice is considered important for the success to adapt with changing nature of job demands, and organizational environment. The employees could face challenges through proper planning and setting goals. It is quite possible that he/she would not feel the need to leave the present job. It might decrease the Turnover Intention.

Overall, the results showed that Planning Practice was found to be a significant negative predictor of Perceived Job Mobility and Turnover Intention. It may mean that Planning Practice increases organizational effectiveness and productivity.

The Planning Practice and Self-Knowledge of Performance dimensions of self-management were found to be the positive predictor of the *Organizational Productivity* as the criterion. The reason may be that on the one hand, Planning Practice helps in making short term and long-term organizational goals and make team effort to achieve them. On the hand, Self-Knowledge of Performance keeps employees aware about their actual performance. It controls their effort in the direction of goals attainment. It means that the dimensions increase Organizational Productivity in two ways, first Planning Practice gives direction for goal attainment, second Self-Knowledge of Performance maintains goal directed behavior by providing feedback. Literature showed that the concept of self-managing work team at major firms such as Procter & Gamble, General Motors, Motorola, AT&T, Xerox, American Press, and Prudential (e.g., Man, 1994; Pearce & Ravlin, 1987; Stewart & Manz, 1995), suggest the potentials benefits of self-management in organizational

settings. Similarly, self-management practices are often presented as distinguishing feature of 'best' firms (e.g., Hout & Carter, 1995; Sheriden, 1995). Goodman, Devadas and Hughson (1988) in a meta-analysis of outcome of self-managing teams: they found modest impact on productivity.

The Self-Performance Perception dimension of self-management was found to be the positive predictor of the Resources Acquisition Related *Organizational Effectiveness* dimension of organizational effectiveness as the criterion. The Supervisory Performance Feedback Perception, Self-Performance Perception, and Planning Practice were found to be the positive predictor of the Perceived Overall Organizational Effectiveness dimension of organizational effectiveness as the criterion. The Self-Performance Perception dimension of self-management was found to be the positive predictor of the *Human Resources Acquisition Related Organizational Effectiveness* dimension of organizational effectiveness as the criterion. It clearly appears that Self-Performance Perception was found to be the positive predictor of each dimension of organizational effectiveness. The reason might be that Self Performance determines individual level confidence in their skill, knowledge, and abilities in accomplishing a task. When most employees' feels confidence in their work behavior than it enhances the organizational effectiveness as each employee performs effectively. Supervisory Performance Feedback Perception and Planning Practice predicted Perceived Overall Organizational Effectiveness positively. These two dimension acts in two ways in enhancing the organizational effectiveness. First, Planning Practice helps in finding the right target for achievement; Second, Supervisory Performance Feedback Perception helps in moving toward the target more confidently. Overall the Self-Performance Perception dimension of self-managment determines organizational effectiveness.

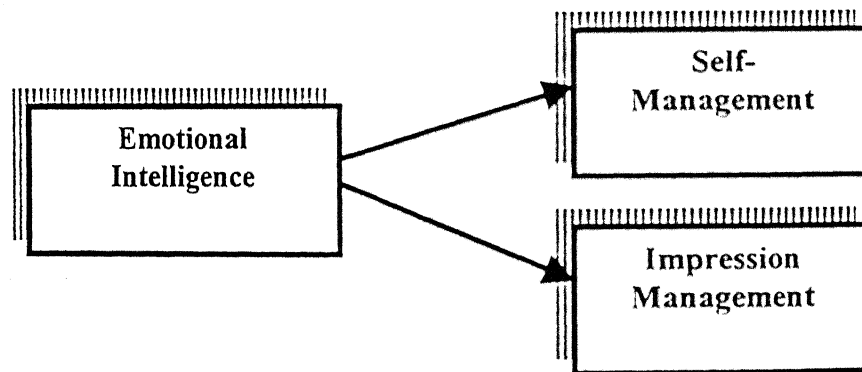
The literature shows that self-management training program increases participant's self-efficacy and job attendance (Latham & Frayne; 1989, Frayne & Latham; 1987). Few field studies investigated the relationship of self-regulation models to critical organizational outcomes of job performance, employee satisfaction, and turnover (Hollenbeck & Brief, 1987), which in turn influences organizational

effectiveness and productivity. It influences the overall organizational effectiveness positively.

The overall results indicated the importance of Planning Practice in organizations by employees. Planning Practice was found to be a negative predictor of Perceived Job Mobility, and Turnover Intention where as predicted organizational effectiveness and productivity positively. In addition, Planning Practice found positively related with Job Satisfaction, Vertical Trust and Reputational Effectiveness.

In the contemporary literature, emotional intelligence has been promoted as a variable holding great promise for organizational and even life success. The tools for success in life may include Self-management and Impression Management. Consequently it was considered interesting to explore what is stated in the following research question..

*Question 6. Does emotional intelligence, as potential for success; influence the self-management perceptions and practices and impression management both?* (Please see p. 215, of the Results section for details of analysis). Schematically, this could be depicted as follows.



*Figure 15. Showing the relationship of emotional intelligence with the self-management perceptions and practices and impression management.*

The results showed that self-management perceptions and practices is a better predictor of job performance (IRB & OCB) than Impression Management. However



impression management also showed significant impact on the job performance. Further, It was conjectured that emotional intelligence is not a performance in itself rather it is the potential to work effectively on the job. The effect of emotional intelligence was seen on the self-management perceptions and practices and impression management both as result showed that self-management perceptions and practices is better predictor of Job Performance. Impression management has also been found somehow related with OCB significantly. The literature on emotional intelligence showed that emotional intelligence provides potential to deal effectively at work place. It was tried to see how emotional intelligence is relevant for self-management perceptions and practices and impression management. The MRA analysis was used for the purpose.

The variables of Emotional Intelligence, namely Reality Awareness and Controlled Problem Solving were found to be the positive predictors of the dimension of self-management perceptions and practices called *Self-Performance Perception*. The reason may be that Reality Awareness is concern with more precise understanding of about one's behavior and environment. That helps employee to get aware about their performance. Similarly Controlled Problem Solving helps them to focus on their task by controlling their impulses at work place. It means that Reality Awareness and Controlled Problem Solving help in understanding one's performance.

The variable of Emotional Intelligence, namely Assertiveness and Positive Self Concept was found to be the positive predictor of the dimension of self-management perceptions and practices called *Planning Practice*. The reason may be that Assertiveness and Positive Self Concept provide skill to express one's thoughts and feelings positively. Employee with this ability makes better plans for their work to get work done. They know that better planning and their proper execution is essential at work place. These people want to keep their positive self-concept intact by working effectively through proper planning. Assertiveness makes people to deal effectively with extra workload with positive frame of mind. They know that in a limited time they have to accomplish more things.

The variable of Emotional Intelligence, namely Reality Awareness was found to be the positive predictor of the dimension of self-management perceptions and

practices called *Self-Efficacy Perception*. The reason may be that Reality Awareness makes individual more accurate in evaluating and developing their capacities. Reality Awareness help employee in two ways. First it makes them to aware about their present abilities and skill, and secondly it makes them to build up future growth on existing abilities. Thus it creates the perception of self-efficient person. They work hard to maintain the image of self-efficient person.

The variable of Emotional Intelligence, namely Assertiveness and Positive Self Concept was found to be the negative predictor of the dimension of self-management perceptions and practices called *Access and Catch up Practice*. The reason may be that employees' get involve in Access and Catch up Practice when they feel unable to complete their work within specified time. Where as employees with ability of Assertiveness and Positive Self Concept are relatively more efficient and complete their work effectively. The feeling of Positive Self Concept makes them to work hard. They do not require to get involve in Access and Catch up Practices.

The variable of Emotional Intelligence, namely Reality Awareness was found to be the positive predictor of the dimension of self-management perceptions and practices called *Supervisory Performance Feedback Perception*. The reason may be that employees with ability of Reality Awareness need to develop more their capacities and abilities. They want to get aware about their actual strength and weakness. For this, employees believe in feedback for their work from supervisor. Reality Awareness makes them to get feedback from supervisor.

The variables of Emotional Intelligence, namely Controlled Problem Solving and Reality Awareness were found to be the positive predictors of the dimension of self-management perceptions and practices called *Emotion Management Practice*. The reason may be that Emotion Management Practice is concern with control over one's anger, aggressiveness and other emotions to be more focused on work. The ability of Controlled Problem Solving and Reality Awareness, both provide potential for making people aware about their own behavior and their environment. These easily get adapted with their changing mood and with different people in different environment. Controlled Problem Solving helps in concentrating and focusing on the

job. Reality Awareness motivates them to adapt with changing environment. Both variables help in managing emotions at work place.

The variables of Emotional Intelligence, namely Controlled Problem Solving and Positive Attitude about Life were found to be the positive predictors of the dimension of self-management perceptions and practices called *Self-Knowledge of Performance*. Self-Knowledge of Performance provides intrinsic motivation to work. Employees want to keep an eye on how they are performing and how much they can improve. The ability of Controlled Problem Solving and Positive Attitude about Life jointly, functions in providing Self-Knowledge of Performance. The reason may be that Controlled Problem Solving makes them efficient at present work by keeping negative feelings and mood under control. Therefore, they can judge their own performance more accurately. Optimistic attitude makes them hopeful for their future growth and development. They have an idea about how much they would be able to improve in their performance.

The results showed that Positive Attitude about Life dimension of emotional intelligence was found to be a significant negative predictor of impression management. Reality Awareness and Controlled Problem Solving was also found to be a significant positive predictor of impression management.

Overall results showed with the dimensions of self-management positively predicted by the emotional intelligence. It may mean emotional intelligence is an important skill, ability, and capacity that provide potential for self control, self regulation, and self-management etc. It has been found that self-management in itself is an important skill for executives, managers, and professionals. Self management in itself self rewarding and self enhancing. It does not mean that how much external reward he/she gets. Self managed employees may be intrinsically motivated at the job that enhances the probability of their success. At the same time, employees engage in self promoting behavior through managing positive impression on others. Impression management helps in gaining the external rewards in the form of good impression, prestige, promotion, advancement, recognition, and other monetary benefits. The relationship of emotional intelligence was also seen with impression management.

The dimension of Emotional Intelligence, Positive Attitude about Life was found to be negative predictor where as Reality Awareness was found to be the positive predictor of the dimension of Impression Management called *Job Specific Impression Management*. The reason may be that Positive Attitude about Life makes them optimistic about their skills, capability and career progress. Therefore, they do not require to get involve in Job Specific Impression Management. Where as Reality Awareness makes them conscious about the work place situation, where sometime it becomes necessary to manage their Job Specific Impression Management to gain positive job related incentives and rewards. It has been seen that to some extent impression management becomes necessary to win the rewards and recognition in which Reality Awareness helps.

The dimension of Emotional Intelligence, Positive Attitude about Life was found to be negative predictor where as Reality Awareness was found to be the positive predictor of the dimension of Impression Management called *Supervisory Focused Impression Management*. Supervisor in organization is directly responsible for judging the performance of their subordinate. The performance appraisal is linked with rewards, recognition, promotion, transfer, termination etc. Reality Awareness makes employee about this fact, they know without their supervisor's positive evaluation they would not be able to get promotion, reward etc. Therefore, employees with ability of Reality Awareness try to make their positive impression on supervisor. Where as Positive Attitude about Life stops them for doing so because they trust more on their capacities in working effectively and getting rewards for their work without making just impression on supervisor.

The dimension of Emotional Intelligence, Controlled Problem Solving was found to be positive predictor where as Positive Attitude about Life was found to be the negative predictor of the dimension of Impression Management called *Self-Focused Impression Management*. The reason may be that employees always want to keep themselves in positive light to get appreciation and recognition by their supervisor and coworkers. The ability of Controlled Problem Solving makes them efficient on getting their work accomplished by keeping their negative emotions under control. The control over negative emotions makes them more generous and

polite towards other. Where as Positive Attitude about Life make them optimistic about their future, therefore, they do not focus much on present behavior. It assures them about future growth and development. Controlled Problem Solving makes them to manage their negative emotions and focus on their work behavior. It motivates them to put themselves in positive light in front of others to get more recognition.

The relationship of emotional intelligence with impression management is subject of focus. The reason may be that many individuals associate negative connotations with impression management, recent writing have also recognized the value and positive outcomes related to these behaviors (Liden & Mitchell, 1998). As Leary and Kowalski (1990) emphasize that impression management theory does not imply that the impression management created by individuals are necessarily false. In other words, individual who seek to be viewed as dedicated to their companies may, indeed, truly be committed to their organization. The reason of the link between emotional intelligence lies in the definition of emotional intelligence in itself. Salovey and Mayer (1990) defined emotional intelligence as the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions. If we follow this description of emotional intelligence, we can find some connection between emotional intelligence and impression management. As we know impression management is the process by which individuals control their impression over others. It is argued that emotionally intelligent people are high in self-monitoring, and aware about their emotions, feelings, and behavior in relation to others. Researchers have found that high self-monitors were more likely to engage in information manipulation (Fandt & Ferris, 1990). Low self-monitors tend to present images of themselves that are consistent with their personalities, regardless of the beneficial or determinant effects for him. In contrast, high self-monitors are good at reading situations and molding their appearances and behavior to fit each situation. Another reason may be that emotionally intelligent people are high in social skills, i.e. handling another person's emotions artfully. Therefore, emotional intelligence provides the ability to influence others and to pursue them in the direction of making positive impression management on others. The emotional competence emerges

repeatedly as hallmark of superior performance, particularly among the stratagems used by top performers, particularly among supervisors, managers and executives (Boyatzis, 1982). Similarly, the stratagems used by top performers included impression management, appeals to reasons and facts, dramatic argument or actions, building coalitions are behind the scene support, emphasizing key information on and on. Goleman (1998) included influence (wielding effective tactics for persuasion) as part of social skills which in turn fifth component of emotional intelligence. As we know impression management is also includes tactics of influencing others. We can conclude that both concepts are related to each other by the concept of self-monitoring, influence etc.

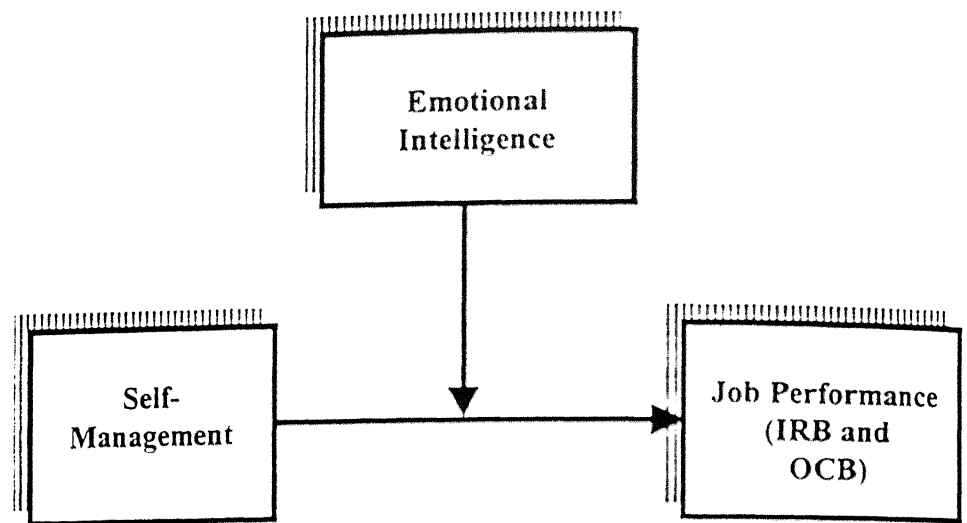
The overall results showed that emotional intelligence has been found to be a significant predictor for self-management and impression management. The results clearly showed that emotional intelligence is an important ability for employees. Emotionally intelligent employees do not only become self-managed but also manage their impression on significant other. It means emotional intelligence capacity is equally relevant for business executives, as they have to work effectively to keep their organizational growth. At the same time, emotional intelligence is equally important concept for politicians, emotional labor, etc. who involve in managing impression on their client for getting their positive evaluations. The result becomes important because self-management has been found to be a stronger predictor of IRB and OCB than impression management and IRB and OCB has been found a significant predictor of organizationally relevant outcome variables.

Overall, it could be argued that emotional intelligence skill acts in two ways. First, intrapersonal skill of emotional intelligence like impulse control, positive attitude about life etc. influences self-management behavior positively in the direction of being an effective and productive employee. Secondly, interpersonal skill like assertiveness helps in managing one's impression on others. We can concluded that self-management and impression management both utilizes influencing process, but in different direction. In self-management influences is exerted over oneself while in impression management influence is exerted over others. In self-management, people enhance their *professional and job skills* while in impression management people

enhance their *people skill* (interpersonal skill). Subordinate use a number of upward influence strategies to obtain personal benefits or satisfy organizational goals (Allen, Madison, Porter, Renwick & Mayes, 1979; Kipnis, Schmidt, Wilkinson, 1980; Mowday, 1978). The result showed that both are predicted by the emotional intelligence skill. It can be stated that emotional intelligence skill makes employee a good soldier as well as a good actor in organizational context. It could be maintained that emotional intelligence skill is equally relevant for actors, soldiers, managers, executives, politicians, emotional labors etc. It is up to the person how he/she want to utilize this ability for the welfare of others and society. It can strongly put forward that emotional intelligence skill may be an important tool in the hand of managers at organizational level and politician at social level. Both jointly can makes society dynamic and growth oriented.

While attempting to answer the preceding question, it appeared that the variable of emotional intelligence has reasonably good potential to be considered important in terms of its contribution to organizationally relevant outcome variables as well as SM and impression management. The results obtained during exploration with the emotional intelligence so far have indicated that emotional intelligence may actually be a powerful tool for adding to one's effectiveness. A related issue of interest was to explore its importance as a moderating variable. This concern gave rise to the next research question, which was as follows.

**Question 7.** *Is emotional intelligence a powerful tool/ weapon, so as it will moderate the relationship between self-management perceptions and practices, and organizational citizenship behavior and in-role behavior?* (Please see p. 222, of the Results section for details of analysis). Schematically, this could be depicted as follows.



*Figure 16. Showing emotional intelligence as a moderator of the relationship between self-management perceptions and practices and job performance.*

It was found that self-management perceptions and practices is better predictor of IRB and OCB than impression management. It was also conjectured that the relationship would be moderated by the variable of Emotional Intelligence (emotional intelligence). The relationship was seen between the self-management perceptions and practices and OCB, and IRB, and moderating effect of emotional intelligence using all the dimensions. The researcher followed the rationale that self-management would not be enough for involving in OCB if employees lacks interpersonal and intra personal skills. It was thought that emotional intelligence might produce moderating effect on the relationship of self-management, in-role behavior and OCB. These three thrust variables, namely self-management, emotional intelligence and OCB, could be conceptualized as belonging to the different combinations of personality sphere. Self-management belongs to the cognitive-behavioral component of human personality. Emotional intelligence conceptualizes as combination of cognitive and affective components. OCB as a component of job performance determined by cognitive and affective components of job satisfaction. It can be contended that all three thrust variables relating the all three components i.e., cognitive, affective, and conative, of human personality.



Even though, Goleman (2000) has conceptualized self-management as part of overall emotional intelligence. Goleman (1995) defined as emotional intelligence involves self control, zeal and persistence and the ability to motivate oneself. It means that emotional intelligence and self-management is somehow related and might be influenced by each other. He defined self-control as the ability to keep disruptive emotions and impulses under control. It comprises components that may require ability of emotional intelligence. It might be possible that emotional intelligence moderated the relationship of self-management and OCB (IRB also). The reason is that affective processes somehow influence all three components. For instances, self-management requires control over one's emotions, OCB is influenced by Job Satisfaction, commitment etc. and emotional intelligence is the skill to use one's emotions intelligently for productive purposes.

Self-Performance Perception was found to be the positive predictor of *Emotional Support dimension of OCB*, and Positive Attitude about Life, dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship negative. The reason may be that Positive Attitude about Life diminishes the positive effect of Self-Performance Perception on Emotional Support by making employees more concern with their job performance, result oriented, ambitious etc. It may be possible that people with optimistic attitude consider paying more attention on their performance. That's why the positive effect of Self-Performance Perception becomes negative on Emotional Support, as they might feel motivated to enhance their in-role behavior to get rewards and recognition. The involvement in Emotional Support citizenship behavior may appear as wastage of time and effort. However, Positive Attitude about Life singly has predicted Emotional Support positively.

Self-Performance Perception was found to be a positive predictor of *Emotional Support dimension of OCB*, and Reality Awareness, dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship negative. The reason may be that Reality Awareness may make the employees more practical and achievement oriented at the work place. That can reduce the positive effect of Self-Performance Perception on

Emotional Support. Reality Awareness may enhance the Self-Performance Perception to strengthen the task-oriented behavior and inhibits in Emotional Support citizenship behavior. However, Reality Awareness singly has predicted Emotional Support positively.

Self-Performance Perception was a positive predictor of *Emotional Support dimension of OCB* and Controlled Problem Solving, dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship negative. Controlled Problem Solving makes employees more focused on the job and work place problems by controlling their negative emotions. It diminishes the positive effect of Self-Performance Perception on Emotional Support. It makes employee more concern with work place productivity and effectiveness rather than Emotional Support citizenship behavior. It may mean Controlled Problem Solving behavior may strengthen the Self-Performance Perception and reduces the effect on Emotional Support citizenship behavior. However, Controlled Problem Solving in itself predicted Emotional Support positively.

Emotion Management Practice was a positive predictor of *Emotional Support dimension of OCB*, and Positive Attitude about Life dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship negative. The reason may be that Positive Attitude about Life may be a helpful factor in emotion management because it is positively concern with positive and negative mental health (Jain & Sinha, 2002a). However, providing Emotional Support to others looks as wastage of time, risky, and cost involving. Optimistic attitude may be a helpful factor for one's personal health, performance and effectiveness, but it would essentially be a motivating in Emotional Support citizenship behavior appears discouraging. However, Positive Attitude about Life singly found to be a positive predictor of Emotional Support dimension of OCB.

Emotion Management Practice was a positive predictor of *Emotional Support dimension of OCB*, and Reality Awareness, dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship negative. Reality Awareness dimension of emotional

intelligence may make employees aware about his/her own emotions rather other's emotions and need. It is possible that Reality Awareness makes employees to focus on their work, and rewards and recognition rather than giving Emotional Support to others.

Here, emotional intelligence has been taken as the moderator of the relationship between self-management and OCB. The overall result showed that the main effect of Self-Performance Perception and Emotion Management Practice, the dimension of self-management was positive in predicting Emotional Support dimension of OCB. Similarly the main effect of Positive Attitude about Life, Reality Awareness and Controlled Problem Solving, the dimension of emotional intelligence was also positive in predicting Emotional Support, the dimension of OCB. However, the moderating effect of these emotional intelligence dimensions was negative on the relationship between self-management dimensions and Emotional Support.

This was an interesting finding in that there could be such circumstances where in spite of the good Self-Performance Perception and Emotion Management Practice, the Emotional Support to other employees could be low. In an attempt to seek an explanation for such a finding perhaps, it might be possible that emotional intelligence capacity makes an employee aware about his/her own and others emotions, feeling and behavior, while self-management makes one aware about his/her own emotions and behavior. It means that in self-management employees concentrate on his/her behavior. So that they may get involve in Emotional Support citizenship behavior to enhance his/her performance and effectiveness at the work place. But as soon as he/she becomes aware about other's emotions and behavior through emotional intelligence skill, he/she becomes realistic and may removes his/her good behavior to others. He/she becomes more focused on his/her in-role job behavior. The result supported the idea of becoming professional and practical in performing his/her job at the work place. It shows that emotional intelligence and self-management independently helpful in enhancing citizenship behavior but moderating effect of emotional intelligence on Emotional Support dimension of citizenship behavior is discouraging.

Emotion Management Practice was a positive predictor of *Concern for Organizational Resources dimension of OCB*, and Positive Attitude about Life, dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship negative. The result showed that Concern for Organizational Resources, the dimension of OCB was positively predicted by Emotion Management Practice, dimension of self-management and Positive Attitude about Life, dimension of emotional intelligence. But Positive Attitude about Life makes the relationship negative. The reason may be that Positive Attitude may make an employee future oriented about his/her career orientation and for better life prospectus. Therefore, he/she may not feel stability in one's job. They may not be concern for saving organizational resources. He/she just may involve in utilizing the organizational resources for their own satisfaction and benefits rather for organizational purpose.

Self-Performance Perception was a positive predictor of *Organizational Pride dimension of OCB*, and Assertiveness and Positive Self-Concept, dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship negative. The skill of Assertiveness and Positive Self Concept is directly related with expressions of one's feeling and thoughts and thinking positive about one's capacities and abilities. Assertiveness and Positive Self Concept predicts better mental health (Jain & Sinha, 2002a). It is not essential that it would also enhance the positive effect of Self-Performance Perception on the feeling of Organizational Pride. Rather it is possible that Assertiveness and Positive Self Concept diminishes the positive impact on Organizational Pride. The reason may be that emotional thinking can lead to positive feeling of pride for organization but emotional intelligence may make people more concern for their emotions and behavior that reduces organizational concerns.

Self-Performance Perception was a positive predictor of *Organizational Pride dimension of OCB*, and Reality Awareness dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship negative. The reason may be that Reality Awareness dimension of emotional intelligence makes employees more concern about their

personal goals, achievement, advancement and performance rather than with the positive attitude about organization. Reality Awareness reduces the positive impact of Self-Performance Perception on feeling of Organizational Pride.

Self-Efficacy Perception was a positive predictor of *Organizational Pride dimension of OCB*, and Reality Awareness, dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship negative. The result clearly showed that Reality Awareness reduces the positive impact of Self Efficacy on feeling of Organizational Pride. The reason may be that Reality Awareness makes employee more aware about their personal growth that inhibits in the citizenship behavior and positive attitude about organization.

Emotion Management Practice was a negative predictor of *Organizational Pride dimension of OCB*, and Assertiveness and Positive Self Concept, dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship positive. The result clearly showed that Assertiveness and Positive Self Concept reduces the positive impact of Emotion Management Practice on feeling of Organizational Pride. The reason may be that skill of Assertiveness and Positive Self Concept makes employees to focus on their personal need rather than on organizational need. It reduces the positive impact of emotion management on Organizational Pride.

The Organizational Pride, dimension of OCB was found to be positively predicted by Self-Performance Perception and Self-Efficacy Perception, dimension of self-management and Assertiveness and Positive Self Concept and Reality Awareness, dimension of emotional intelligence. However, the dimensions of emotional intelligence make the relationship negative. The reason might be that the positive effect of Emotion Management Practice on Organizational Pride becomes negative when employees express their true feeling honestly rather than just being affectively committed. It means that honest expression of one's attitude leads to less pride on its present organization.

Access and Catch up practice was a positive predictor of *Work Mindfulness dimension of OCB*, and Impulse Control dimension of emotional intelligence

moderated this relationship in a significant way. However, the moderating effect makes the relationship negative. The reason may be that Access and Catch Up practices motivates Work Mindedness due to more involvement in task completion activities. When person feel affective commitment towards work he gets involve in Access and Catch Up practices, but Impulse Control reduces the positive impact of Access and Catch Up Practices on Work mindedness citizenship behavior through being more thoughtful and result oriented for personal growth.

Access and Catch up Practice was a positive predictor of *Work Mindedness dimension of OCB*, and Controlled Problem Solving dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship negative. Controlled Problem Solving makes employees more job-focused and outcome oriented that's because it reduces the positive concerns with Work Mindedness citizenship behavior. An employee keeps his/her focus on work by controlling one's impulsiveness.

This result showed that Access and Catch up Practices shows employees' Work Mindedness and devotion to their work and same is true for Impulse Control and Controlled Problem Solving, dimensions of emotional intelligence. But these dimensions of emotional intelligence moderate the relationship negatively. The reason might be that Impulse Control and Controlled Problem Solving makes employee role efficient and effective, therefore, he/she does not remain work minded for citizenship purpose. Rather they may get involve in-role behavior for rewarding purpose.

Self-Efficacy Perception was a positive predictor of *Civic Virtue dimension of OCB*, and Positive Attitude about Life dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship negative. This result showed that employees who perceive themselves as self-efficient and have positive attitude about life contributed to their organization by involving in civic virtue behavior. However, Positive Attitude about Life makes this relationship negative. The reason might be that in spite of having a better Self-Efficacy Perception, Positive Attitude about Life makes them more optimistic about their future career and opportunities in life. Probably they do not involve in Civic

Virtue citizenship behavior to perform their role behavior effectively. Because in-role behavior would be more helpful in their career progress and success rather than Civic Virtue behavior.

Self-Performance Perception was a positive predictor of *Social and Functional Participation dimension of OCB*, and Positive Attitude about Life, dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship negative. The reason may be that optimistic attitude about life makes employee growth oriented and career oriented that may reduce the Social and Functional Participation for citizenship purposes. Employees become personal focused rather than organization focused.

Emotion Management Practice was a negative predictor of *Social and Functional Participation dimension of OCB*, and Positive Attitude about Life, dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship positive. Emotion Management Practice makes employees neutral towards the social activities of the organizations. However, Positive Attitude about Life reduces the negative impact of Emotion Management Practice on Social and Functional Participation. The reason may be that optimistic attitude makes employee self focused and job focused for personal growth purpose. The organizational concern gets secondary.

Briefly, The result showed that Social and Functional Participation was positively predicted by Self-Performance Perception dimensions of self-management and by Positive Attitude about Life dimension of emotional intelligence. However optimistic attitude makes the relationship negative. The reason might be that Positive Attitude about Life makes employees more self-centered and self-focused. They think more about their life, career, future plan etc. It is possible that they would not participate in Social and Functional activities of the organization. As they may think it as wastage of time. However, Emotion Management Practice predicted Social and Functional Participation negatively but Positive Attitude about Like makes the relationship positive. It means optimistic attitude reduces the negative impact of Emotion Management Practice.

Planning Practice was a negative predictor of *Altruism dimension of OCB*, and Assertiveness and Positive Self -Concept dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship positive. The reason may be that Planning Practice shows employees focus more role behavior for greater productivity. It detaches employees for helping others for citizenship motives. However, ability to express and positive attitude about one's self makes employees more positively affective towards other's need and emotions and to gain cooperation by generating positive mood and feelings at work place. That reduces the negative impact of planning practices on altruistic behavior.

Planning Practice was a negative predictor of *Altruism dimension of OCB*, and Impulse Control, dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship positive. The reason may be that employees have conflicts and frustrations at work place that may negatively affect his/her role relevant work behavior (OCB also). The ability of Impulse Control keeps employees to behave positively towards others. Sometimes it becomes necessary not to generalize their negative attitude due to frustrations and conflict over most of the situations and people. Impulse Control motivates to behave altruistically in spite of bad experiences at work place with other employees.

Planning Practice was a negative predictor of *Altruism dimension of OCB*, and Positive Attitude about Life dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship positive. The reason may be that optimistic attitude makes employees affectively committed towards other employees at work place in terms relationship and work. Optimistic attitude reduces the negative impact of Planning Practice on helping others. Positive Attitude about Life has been found a common factor of positive and negative general health (Jain & Sinha, 2002a). It means a healthy person always try to understand the need and emotions of other and helps other in their problems.

Planning Practice was a negative predictor of *Altruism dimension of OCB*, and Reality Awareness dimension of emotional intelligence moderated this relationship in



a significant way. However, the moderating effect makes the relationship positive. The reason may be that Reality Awareness makes people more practical and cooperative at work place. They may understand better that in organizations every work require the cooperation of others. Therefore, they learn to help others in their effort and problems.

Planning Practice was a negative predictor of *Altruism dimension of OCB*, and Controlled Problem Solving dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship positive. The result showed that Controlled Problem Solving influences the relationship between Planning Practice and Altruism positive. The reason may be that through Controlled Problem Solving employees help other employees in their work related problems. It is good that people have good technical skill but it is irrelevant if they do not help other in their technical problems. However, Controlled Problem Solving motivates employees to help others in their technical and work related problems.

These results showed that Altruism is negatively predicted by Planning Practice and by all the dimensions of emotional intelligence. But emotional intelligence moderated the relationship in a significant positive way. It has been noted that all the dimensions of emotional intelligence moderated the relationship in a significant positive way. It means that employees get involve in Planning Practice when they wish to manage their routine life. They concentrate on their work and do not get time to involve in helping others. They focus on their daily goals that are more important than helping others at work place. However, emotional intelligence dimension moderated the relationship in a positive way. It may mean that in spite of negative relationship between planning practices and altruistic behavior, the capacity of emotional intelligence makes them aware about the emotions, feelings and needs of other employees. Perhaps they get involve in helping others in their need and at the time of their problems. Employees with emotional intelligence skill better manages their work place stressors through positive attitude about life (Jain & Sinha, 2002a). Positive attitude about Life promote positive mental health and preclude negative mental health. It motivates them to help others even at the time of frustration and

conflicts. It might be possible that Planning Practice is done by employees who are really competitive and motivated to achieve their self set goals. In the process of working towards their goal achievement, it is may be possible that they will not help others or would not be able to think about others. Emotional intelligence skill makes them aware, motivates to get work done by helping others simultaneously. Salovey, Hsee and Mayor (1993) discussed the emotional intelligence and self-regulation of affect and its impact in the area of pro-social behavior, suggesting that, at times, helping others may be usefully viewed as an affective self-regulatory strategy. There is a long history in social psychology of research concerning helping behavior and how they serve mood-regulatory strategies (see, Salovey, Mayor, & Rosehan, 1991; Schaller & Cialdini, 1990). Positive feelings are thought to be maintained by helping others, and negative feelings are relieved by such behaviors.

Access and Catch up Practice was a negative predictor of *Sportsman Spirit dimension of OCB*, and Controlled Problem Solving dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship positive. The result showed that Access and Catch up Practices and Controlled Problem Solving both negatively predicted the Sportsman Spirit of the employee. It means that employee involve in Access and Catch up Practices when they are lagging behind in completion of their job performance, so they get involve in putting extra amount of effort in their work. Therefore, they lack feeling of Sportsman Spirit. They do not tolerate nuisances at the work place. Similarly it is true for Controlled Problem Solving behavior by employees. However, Controlled Problem Solving behavior makes this relationship positive. The reason may be that the ability to control impulses at work place makes employee aware about the contingencies and nuisances in the organization. They bear things better and accept the problems of the organization. The results are consistent with the assumptions of Goleman (1998) who stated emotional Intelligence determines our potential for learning the practical skills that are based on it five elements- self-awareness, motivation, self regulation, empathy, and adeptness in relationships. Our emotional competence shows how much potential we have translated into on the job capabilities. For instance, being good at serving customers

is an emotional competence based on empathy. In a case collected by a McClelland's protégé, Lyle Spencer Jr. Director of research and technology worldwide at Hay/McBeer in Boston, a small group of accounts managers were able to increase the size of their accounts each year for tens of Millions Dollars more in sales. How? It wasn't because they had more technical expertise than other accounts managers. Rather it was because they had better people skills. They don't compete-they collaborate. It means that emotional intelligence may be related to citizenship behavior in the sense that it provides the potential for it. Goleman (1998) also talked about the OCB as an outcome of emotional tendencies that facilitate in reaching at one's goals.

Goleman (1998) talked about the four motivational forces, which are achievement drive, commitment, initiative and optimism, which takes individual to go beyond the job performance, or to do something better, or to accept big challenge.

Self-Performance Perception was a positive predictor of *Individual Initiative dimension of OCB*, and Positive Attitude about Life dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship negative. The reason may be that Self-Performance Perception provides the feedback for initiative citizenship behavior. However, optimistic attitude about life discourages the positive effect of Self-Performance Perception on Individual Initiative behavior. The reason may be that Positive Attitude about Life makes employees more optimistic about their career and future success. It discourages their initiative citizenship behavior.

Self-Performance Perception was a positive predictor of *Individual Initiative dimension of OCB*, and Reality Awareness dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship negative. Reality Awareness diminishes the positive impact of Self-Performance Perception on Individual Initiative behavior. The reason may be that Reality Awareness makes employees' attention on the more practical aspect of work related to achievement, advancement, rewards and recognition etc. It reduces initiative citizenship behavior.

Self-Efficacy Perception was a negative predictor of *Individual Initiative dimension of OCB*, and Impulse Control dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship positive. The reason may be that Impulse Control makes employees to focus more on in-role as well as extra role behavior. It might be possible that Self Efficacy may predict in-role behavior only. That is because Self Efficacy predicted Individual Initiative behavior negatively. However, Impulse Control makes the effect of Self Efficacy positive on initiative citizenship behavior. The reason may be that impulse control helps in taking initiative for citizenship purpose for the welfare of organization. Studies showed that emotional intelligence behavior is more related with job performance at work place (Stein, 1998).

Self-Efficacy Perception was a positive predictor of *Individual Initiative dimension of OCB*, and Positive Attitude about Life dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship negative. The reason may be that Positive Attitude about Life (optimism) may lead to better job performance for the purpose of reward and recognition (Seligman, 1995). It discourages the positive effect of Self Efficacy on initiative citizenship behavior.

Self-Efficacy Perception was a positive predictor of *Individual Initiative dimension of OCB*, and Controlled Problem Solving dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship negative. The reason may be that Controlled Problem Solving encourages us to focus on role relevant behavior by controlling one's impulsiveness at work place. It discourages the initiative citizenship behavior.

Emotion Management Practice was a positive predictor of *Individual Initiative dimension of OCB*, and Reality Awareness dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship negative. The reason may be that Reality Awareness makes employees' aware about the organizational conditions that make employees more practical about their goals and needs. It de-motivates the initiative citizenship behavior.

The overall results regarding the Individual Initiatives showed that it is positively predicted by Self-Performance Perception, Self-Efficacy Perception and Emotion Management Practice, dimensions of self-management. Similarly dimensions of emotional intelligence, called Positive Attitude about Life, Reality Awareness, and Controlled Problem Solving also predicted Individual Initiative behavior positively. Although one thing to be noted that Self Efficacy perception and Impulse Control dimensions of self-management and emotional intelligence respectively predicted Individual Initiative behavior negatively. However, the Impulse Control makes this relationship positive. It mean that Impulse Control, i.e. control over one's anger and negative emotions is very essential for initiatives employees take for welfare of their organizations. Positive Attitude about Life and Reality Awareness moderated the relationship between Self-Performance Perception and Individual Initiative in a negative way. It means that Positive Attitude about Life and Reality Awareness makes employee more realistic about their performance and environmental demands of the organization, so they take less initiative in favor of organization. Employees take initiative only when their needs get satisfied with these initiatives also. Similarly Self-Efficacy Perception, dimension of self-management and Positive Attitude about Life, and Controlled Problem Solving, dimension of emotional intelligence predicted the Individual Initiative positively. But these dimensions of emotional intelligence moderated the relationship in a negative way. It means that Positive Attitude about Life and Controlled Problem Solving makes the effects of Self-Efficacy Perception more realistic and accurate that reduces the Individual Initiative efforts on the part of role incumbents. Emotion Management Practice and Reality Awareness dimensions of self-management and emotional intelligence respectively predict the Individual Initiative dimension of OCB positively. It means that Reality Awareness reduces the effect of Emotion Management Practice on Individual Initiative by making employee aware about their true inner feelings, emotions and behaviors. They reduce their efforts of initiating behavior to fulfill their personal goals in comparison to organizational goals.

Supervisory Performance Feedback Perception was a positive predictor of *Job Efficacy dimension of IRB*, and, Assertiveness and Positive Self Concept dimension

of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship negative. The reason may be that Supervisory Performance Feedback and Assertiveness may be a motivating factor for Job Efficacy. However, Assertiveness and Positive Self Concept may be diminishes the positive effect of Supervisory Feedback on Job Efficacy. The reason may be that person with Assertiveness and Positive Self Concept put his/her need and goals first than job and organizational goals. Such employees could easily move from one job to another. They feel detach from their present job and put minimum effort.

Supervisory Performance Feedback Perception was a positive predictor of *Job Efficacy of IRB*, and, Positive Attitude about Life dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship negative. The reason may be that Positive Attitude makes employees more confident about their skill and abilities in getting the good jobs and moving in their career development.

These result showed that Supervisory Performance Feedback Perception increase Job Efficacy or effectiveness of employees in his/her work. However, Assertiveness and Positive Self Concept and Positive Attitude about Life reduce this effect, and make it negative. It may mean emotionally intelligent employees as represented by skills of being assertive and positive attitude about himself /herself and about life makes them more confident and effective and they do not expect any feedback from their supervisor for their work. If supervisor provide any feedback to them regarding their job performance than it effect negatively. It may reduce their effectiveness at the work place. It is a kind of boom rang effect, which influences employees in opposite direction. The employees with high emotional intelligence provide potential for better job performance in itself.

Emotion Management Practice was a positive predictor of *Job Sincerity dimension of IRB* and Reality Awareness dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship negative. The reason may be that Emotion Management makes employees to be more focused and sincere for their job. However, Reality Awareness makes employees about personal and organizational conditions. That makes them to

be more concern with their personal needs in organizational context. At job they feel to satisfy their personal need rather in-role behavior.

Self-Knowledge of Performance was a positive predictor of *Job Sincerity dimension of IRB*, and, Positive Attitude about Life dimension of emotional intelligence moderated this relationship in a significant way. However, the moderating effect makes the relationship negative. Self-Knowledge of Performance acts as a good source of motivation. That motivates employees' in-role behavior. Positive Attitude about Life makes employees to think about better options in life to move onward in their career path. That discourages their in-role job behavior at present job and may motivate to seek another better job.

These result showed that Emotion Management Practice and Self-Knowledge of Performance increases employee's sincerity towards their job. But Reality Awareness and Positive Attitude about Life dimensions of emotional intelligence moderated the relationship negatively and it makes them less committed and less sincere in their work efforts. The reason might be that emotional intelligence skill makes them more future oriented and self focused on their career plan and personal satisfaction. Therefore, they do not consider job sincerity in present job as essential element for success.

The result showed that the moderating effect of emotional intelligence was negative between self-management and in-role behavior. However, the main effect of emotional intelligence was positive on the in-role behavior. The reason may be that self-management and emotional intelligence may be independently important for personal and organizational effectiveness. Therefore, emotional intelligence does not enhance the effect of self-management in positive direction. Emotional intelligence influences the directionality of the self-management on IRB and OCB. However, literature showed that emotional intelligence has positive impact on job performance. In Goleman's (1998), words, for performance in all jobs, in every field, emotional competence is twice as important as purely cognitive abilities. For success at highest levels, in leadership positions, emotional intelligence accounts for virtually the entire advantage. Recent research shows that IQ alone explains little of achievement at work or in life. When IQ test scores are correlated with how well people perform in their

careers, the highest estimate of how much difference IQ accounts for is about 25 percent. A careful analysis suggests more accurate figures may be no higher than 10 percent, and perhaps as low as 4 percent.

This means that IQ alone at best leaves 75 percent of the job success unexplained and at worst 96 percent—in other words, it does not determine who, succeeds and who fails. For example, a study of Harvard Graduates in the fields of law, medicine, teaching, and business found that scores on entrance exams—a surrogate for IQ had zero or negative correlation with their eventual career success. In MBA programs or in careers like engineering law or medicine, where professional selection focus almost exclusively on intellectual abilities, emotional intelligence carries much more weight than IQ in determining who emerges as a leader.

Overall the result of moderator multiple regression analysis showed that emotional intelligence has been found to be a very important and effective skill and ability that influence the relationship of self-management and OCB. The factor analysis results yielded five significant factors. Out of these factors Positive Attitude about Life has emerged as a most significant moderator of the relationship between self-management and OCB. Positive Attitude about Life has been found to be a strong positive predictor for Emotional Support, Concern for Organizational Resources, Civic Virtue, Social and Functional Participation, and Individual Initiative dimensions of OCB. Positive Attitude about Life has also been found to be a positive predictor of Job Efficacy and Job Sincerity dimensions of job performance (IRB). But it predicted Altruism negatively. But this dimension of emotional intelligence moderated the relationship in a significant negative way; overall it reduces the positive effect of self-management behavior on OCB. But it improves the effect on Altruism dimension of OCB. Reality Awareness has been found to be a second most important dimension of emotional intelligence positively predicting Emotional Support, Organizational Pride, and Individual Initiative where as predicting negatively to Altruism. This dimension of emotional intelligence converts the positive effect of self-management on these different dimensions of OCB into a negative sense, and while makes the relationship positive with Altruism. Reality awareness has also been found a significant positive predictor of Job Sincerity dimension of OCB

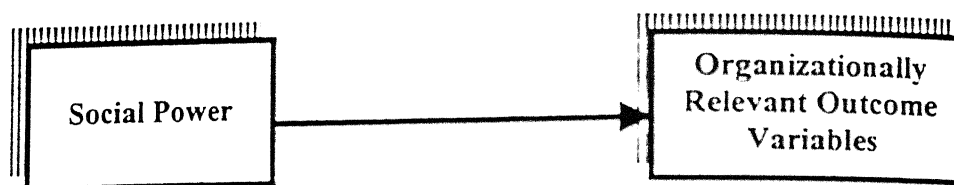


but reduces the positive impact of self-management on OCB. The Controlled Problem Solving has been found to be a next important dimension in moderating the effect of self-management on OCB. The Emotional Support, Work Mindedness, and Individual Initiative dimension of OCB has been positively predicted by Controlled Problem Solving but moderated the effect of self-management negatively. This dimension of emotional intelligence predicted Altruism and Sportsman Spirit dimension of OCB negatively but moderated the effect of self-management dimensions positively. The Assertiveness and Positive Self Concept was found to be the next important dimension that predicted Organizational Pride positively and Altruism negatively. But it reverses the moderated effect of self-management on these dimensions of OCB. Assertiveness and Positive Self Concept also positively predicted Job Efficacy dimension of in-role job performance but moderated the effect of self-management negatively. The last dimension of emotional intelligence found important was Impulse Control. Impulse Control is found to be a negative predictor of Altruism and Individual Initiative dimension of OCB but reverse the moderated effect of self-management on OCB. But it positively predicted the Work Mindedness dimension of OCB and moderated the effect of self-management negatively.

Among the different dimensions of self-management, Self-Performance Perception was found to be the most important predictor of OCB, than Emotion Management Practice, Self-Efficacy Perception, Access and Catch up Practices, Planning Practice, Supervisory Feedback Performance Perception and Self-Knowledge of Performance were found important respectively . It shows that all the dimensions of emotional intelligence and self-management were found to be somehow relevant in predicting the different dimensions of IRB and OCB.

One of the variables that have emerged as highly relevant especially for the managerial practices is social power. Power is supposed to contribute to managerial effectiveness. In order to see the more detailed relationship of power with other organizationally relevant variables, the following question was sought to be answered.

*Question 8. Is social power an important variable for organizational dynamics? (Please see p. 253, of the Results section for details of analysis). Schematically, this could be depicted as follows.*



*Figure 17. Showing relationship of social power with organizationally relevant outcome variables.*

It would be recalled that the outcome variables were the following ones: *Personal Effectiveness, General Health, Turnover Intention, and Perceived Job mobility, Organizational Effectiveness, Organizational Productivity, Vertical Trust, Organizational Commitment, Career Orientation, Reputational Effectiveness, Work Recognition and Job Satisfaction.*

The Referent Power and Legitimate Power dimensions of Social Power were found to be the positive predictor where as Information Power dimension of Social Power was found to be the negative predictor of the *Job Satisfaction* as the criterion. The reason might be that Referent Power is based on liking; if employees feel that other employees on the job like him/her job behavior than it might be possible that he/she may feel Job Satisfaction. The feeling of being liked may produce state of positive affect. Legitimate Power is based on authority and position. When an employees feels that he/she has authority and status in the organization, than it might generate the feeling of being recognized and empowered. That may make them to feel satisfied at the job. The feeling of powerlessness is associated with the feeling of dissatisfaction and isolation. Information Power is based on the connection with higher authority and relationship with them. It is possible that as employees motivated to get more information and establishing the relationship with the people at higher positions, it might be possible that employees may feel powerlessness. That

may create the feeling of job dissatisfaction as he/she compare himself/herself with the people at the higher positions. The connection with higher authority may act as reference group that can cause feeling of relative deprivation.

The Information Power, Expert Power and Coercive Power dimensions of Social Power were found to be the positive predictor of the *Career Orientation* as the criterion. The reason may be that Information Power is based on the relationship with the higher authority that helps in improving the career goals. It strengthens the power position of the employees in the organization. Employees might utilize these connections and relations in improving their career. Expert Power is based on the expertise in their particular field. When employees get expert in a field and feel confident, and seek challenges in the field of their expertise. It makes them to be more powerful and feel oriented towards seeking more challenging jobs. Coercive Power is based on the power to punish others; it makes employees to get involve to see jobs that provide more power. Overall it can be stated that Information, Expert and Coercive Power may strengthen the motivation to look for higher positions in future career.

The Referent Power and Expert Power dimensions of Social Power were found to be the positive predictor of the *Personal Effectiveness* as the criterion. The reason might be that Referent Power and Expert Power act in two ways to enhance the Personal effectiveness. Expert Power is based on technical expertise that makes employees to be more confident about their skills, knowledge, and ability; where as Referent Power is based on the better relationship with other employee. Thus Expert Power on the one side makes employees to be technically effective and Referent Power on the other side makes employee to be interpersonally effective. Overall it enhances the Personal Effectiveness. The results are consistent with the meta analytic examination (Carson, Carson, and Roe, 1993), the strongest relationship was found between expert power and performance, followed by reward power and performance, referent power and legitimate power were marginally related to performance, and coercive power was unrelated.

The Referent Power dimensions of Social Power was found to be the positive predictor where as Legitimate Power and Extra-Work Reward Power dimension of

Social Power was found to be the negative predictor of the *Sense of Attachment* dimension of organizational Commitment as the criterion. Legitimate Power was found to be the positive predictor of the *Conditional Continuance Commitment* dimension of organizational commitment. Extra-Work Reward Power and Referent Power were found to be the positive predictor of the *Normative Commitment* dimension of organizational commitment. The results showed that Referent Power is found a common predictor of the Sense of Attachment and Normative Commitment dimension of organizational commitment. The reason may be that Referent Power is based on linking and good relationship that makes employees to be more related with the people in organization. Sense of Attachment and Normative Commitment both are based on affective state of mind. Referent Power positively influences the affective state that makes them to feel more committed affectively and normatively. Extra-Work Reward Power and Legitimate Power were found to be the negative predictor of the Sense of Attachment. The reason might be that Legitimate Power based on authority and position and Extra-Work Reward Power is based on power to distribute incentives. Both of these dimension of social power reduces the internal motivation for work. That may reduce affective commitment for the organization. Legitimate Power is found to be a positive predictor of Conditional Continuance Commitment. The reason might be that Conditional Continuance Commitment is need-based commitment. When employees' power position gets strengthened, he/she remains committed towards the organization. Extra-Work Reward Power provides the opportunity to hold control over the distribution of rewards and incentives. Where employees feels that his/her need for power is get fulfilled by that particular organization where he/she is working. That may cause to feel committed for the organization.

The Expert Power, dimensions of Social Power were found to be the positive predictor of the *Reputational Effectiveness* as the criterion. The reason may be that expertise on the job is considered most effective source of power at managerial position. When employees have Expert Power than it might be possible that he/she would enjoy the Reputational Effectiveness.

The Expert Power and Intra-Work Reward Power dimensions of Social Power was found to be the positive predictor where as Extra-Work Reward Power dimension of Social Power was found to be the negative predictor of the *Sense of Accomplishment and Contribution* dimension of General Health as the criterion. Coercive Power was found to be the negative predictor of the *Botheration Free Existence* dimension of General Health. The reason might be that Expert Power and Intra-Work Reward Power both acts a significant source of internal motivation. That makes them to feel more satisfied, happy and powerful. It enhances the positive general health in the form of Sense of Accomplishment and Contribution. Where as Extra-Work Reward Power reduces the internal motivation to work that makes them to make less active attempt on the environment for the sake of better adjustment. They feel de-motivated in the condition of absence of any direct external work motivation. Similarly, Coercive Power also makes employees dissatisfied and unhappy by the use of power to punish others. It negatively influences the negative general health of employees in the form of Botheration Free Existence. Overall, it could be stated that Extra-Work Reward Power and Coercive Power are not good for the purpose of overall general health the employees. And literature showed that Coercive Power is negatively related with job performance.

The Intra-Work Reward Power was found to be the positive predictor of the *Vertical Trust* as the criterion. The reason might be that Intra-Work Reward Power is based on the praise and recognition of other employees. It might provide the opportunity to win the trust of the employees. It is possible that Intra-Work Reward Power act as a good source of intrinsic motivation. Overall, it may help in developing the trust in their supervisor.

The Extra-Work Reward Power, Legitimate Power, and Information Power were found to be the positive predictor of the *Perceived Job Mobility* as the criterion. The reason may be that Extra-Work Reward Power is concerned with physical incentives, when employees' behavior is governed by the physical incentives than it might lead to look for more incentives to strengthen power position. Therefore, it may lead to look for other jobs with more power over physical incentives. Legitimate Power is based on the authority and status in the organization, which further

motivates to look for other jobs where he/she can earn much higher authority and position. Information Power based on the connections with higher authority that might help him/her to see better jobs by utilizing these connections. It may mean that Extra-Work Reward Power, Legitimate Power, and Information Power increase the chance of Perceived Job Mobility. The reason might be that all these three dimensions of social power, somehow strengthen the motivation for attractive incentives, higher status, and better connections that increases the probability to look for new jobs in the market.

The Information Power and Extra-Work Reward Power were found to be the positive predictor of the *Turnover Intention* as the criterion. The reason might be that Information Power and Extra-Work Reward Power motivates to look for better connections and more attractive incentives in the future job. That may lead to leave the present job, and look for better one.

It is notable that Information and Extra-Work Reward Power were found to be the common predictor of the Perceived Job Mobility and Turnover Intention. The reason might be clear that both of these dimensions of social power led to look for better relations with people in higher positions and to improve control over the physical incentives. The need for power in the form of Information Power and Extra-Work Reward Power make them to improve their position in any organization. To improve the power positions, they look for better opportunities.

The Information Power and Coercive Power were found to be the negative predictor of the *Organizational Productivity* as the criterion. The reason might be that Information Power makes people to feel important by keeping better relationships with people at higher hierarchical levels. It makes them to think selfishly and serve their own personal interests in the organizations. It hurts the organizational spirit of teamwork, cooperation and sharing. It might have negative impact on the level of Organizational Productivity. In addition, Coercive Power is based on the power to threat and punish others. Research studies in the psychology of learning shows that punishment is not considered a good mechanism for learning. Punishment reduces the overall intrinsic motivation to work hard. Leadership studies show that Authoritative style of leadership weakens the team's spirit and cooperation among the members of

a group. It may be possible that Coercive Power is also a major hurdle in the getting the cooperation and teamwork. Therefore, it has negative impact on the overall Organizational Productivity. Both the dimensions of Social Power, Information Power and Coercive Power influence the teamwork and cooperative efforts in a negative manner. The results are consistent with the hypothesis of Sheley and Shaw (1979) who opined that the use of reward power possessed by the leader increases group productivity, whereas the use of coercive power decreases productivity.

The Information Power was found to be the negative predictor where as Extra-Work Reward Power was found to be the positive predictor of the *Profit and Growth Related Organizational Effectiveness* dimension of Organizational Effectiveness as the criterion. The reason might be that when people in the organization driven by their selfishness and developing and making connection for that purpose, overall it may inhibit the orientation towards organizational growth and profit. Employees seek to fulfill their own interest and purposes rather organizational interests. Extra-Work Reward Power motivates employees to look for greater incentives for their work that enhance the need for greater profit and growth. They better knows that if organizational profit and growth will increase, they would also be benefited by the organization.

The Information Power was found to be the negative predictor where as Legitimate Power and Expert Power was found to be the positive predictor of the *Resources Acquisition Related Organizational Effectiveness* dimension of Organizational Effectiveness as the criterion. The reason might be that Information Power disturbs the motivation for organizational profit and growth. Where as Legitimate Power and Expert Power have social acceptance, i.e. employees respect those who have authority and are expert in their field. It may mean that Legitimate Power and Expert Power may act as a facilitator for Resources Acquisition Related Organizational Effectiveness. Legitimate Power motivates to obey the rules and regulations of the organization. Expert Power motivates for greater learning and expertise in their respective field. Both of these dimensions of social power, namely Legitimate Power and Expert Power have positive impact on the Resources Acquisition Related Organizational Effectiveness. The acquisition of resources

requires great expertise and skill of raw materials. Expert Power and Legitimate Power acts as a source of positive motivation.

The Information Power was found to be the negative predictor where as Legitimate Power and Referent Power was found to be the positive predictor of the *Perceived Overall Organizational Effectiveness* dimension of Organizational Effectiveness as the criterion. The reason is discussed earlier that Information Power makes employees to emphasize upon fulfillment of their own interests through keeping better relation with the powerful people. These employees put extra effort and time in making connections that inhibits in the Overall Organizational Effectiveness. Legitimate Power and Referent Power acts in two ways to enhance the Perceive Overall Organizational Effectiveness. Legitimate Power helps in getting the organizational compliance from the employees, where as Referent Power helps in winning the cooperation from others by their gesture of good will and altruistic behavior for others. It may mean that both Legitimate and Referent Power are necessary for Organizational Effectiveness. It is observable that two people in same power position have different influences because of referent power they may have.

The Extra-Work Reward Power was found to be the positive predictor of the *Human Resources Acquisition Related Organizational Effectiveness* dimension of Organizational Effectiveness as the criterion. The reason might be that Extra-Work Reward Power provides the opportunity of greater physical incentives and rewards. It motivates people to join and remain such organization where they can earn better incentives and rewards. It increases the Human Resources Acquisition Related Organizational Effectiveness.

Overall, it could be observed that Information Power was found a common negative predictor of organizational effectiveness. The reason is discussed above that Information Power disturbs the genuine motivation for work, and employees try to manage their impression of a good and committed worker through their relationship with people in higher positions. Extra-Work Reward Power, Legitimate Power, Referent Power and Expert Power were found to be positive predictor of the organizational effectiveness. The reason is that these dimensions of power somehow influence the job behavior of other employees positively. That may enhance the



overall level of organizational effectiveness. It could be concluded that information power is not a good source for the organizational productivity and effectiveness.

Two of the components that may be thought as embedded in the construct of social power construct could be Impression Management and Ingratiation. These are conceptualized as being different from social power as such but nevertheless may have important ramifications for the quantum of social power that one may ultimately have. It was thought worthwhile to explore the contribution of these to the social power. Consequently the next question of interest was:

*Question 9. What is the strength of association of ingratiation and impression management, with the different dimensions of social power as the criterion?* (Please see p. 256, of the Results section for details of analysis). Schematically, this could be depicted as follows.

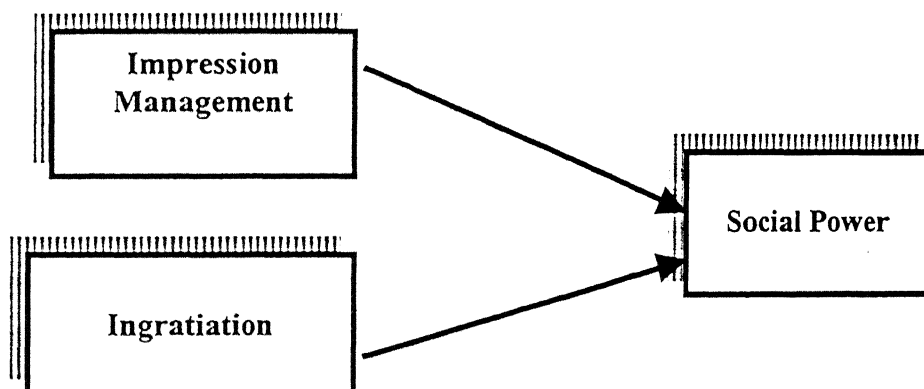


Figure 18. Showing the relationship of ingratiation and impression management with social power.

The results of Multiple Regression Analysis (MRA) with the Social Power as the criterion and Impression Management as the predictor showed that the dimensions of Impression Management turned out to be significant predictors of the dimensions of the Social Power. More specifically, *Intra-Work Reward Power* was positively predicted by Self-Focused Impression Management dimension (of impression management). The reason may be that employees' try to enhance their personal self-image of a powerful person who holds the power to distribute rewards for good

performance. The positive self-image can act as a source of Intra-Work Reward Power, people gives importance to those who are considered efficient and effective.

*Coercive Power* was predicted by three dimensions of impression management, namely Supervisory Focused Impression Management, Self-Focused Impression Management and Job Outcome Credit Focused Impression Management. Out of these three predictors Self-Focused Impression Management was found to be a negative predictor where as Supervisory Focused and Job Outcome Credit Focused Impression Management was found to be a positive predictor of Coercive Power. The reason may be that Coercive Power is concerned with enhancing one's image of a powerful and authoritative person when employees do not function properly. The Supervisory Focused and Job Outcome Credit Focused Impression Management facilitate to enhance his/her self image in this direction. The reason is because that people work to remove the negative reinforcement like fear, insecurity etc. Self-Focused Impression Management behavior is governed by social desirability motives that make them to act in a non authoritative manner. It is simply popular that people with Coercive Power are not liked by other. Self-Focused Impression Management reduces the coercive power.

*Information Power* is positively predicted by Supervisory Focused Impression Management dimension (of impression management). The reason may be that Supervisor is an important source of rewards, promotions, and incentives in organization. Employees knows it by making positive impression on supervisor, they would be able to get some positive reinforcements because of his/her connections at higher level.

*Extra-Work Reward Power* positively predicted by Supervisory Focused Impression Management and Self-Focused Impression Management. The reason may be that employees always need some personal favors from their supervisor to get his/her support in unfavorable conditions. He/She knows that supervisory favor in indispensable for them. Supervisor is the source of al kinds of rewards. And Self-Focused Impression Management may motivate to develop the positive self-image in the eyes of others. It may act as a source for Extra-Work Reward Power.

*Legitimate Power* positively predicted by Job Specific Impression Management, and Job Outcome Credit Focused Impression Management. The reason may be that managerial position is a powerful source of legitimate power. Employees know that supervisor holds all kinds of rewards and punishments. He/She is always tried to maintain his/her image of hard worker and committed employees by showing the best performance.

*Referent Power* is positively predicted by Self-Focused Impression Management, and Job Outcome Credit Impression Management. The reason may be that referent power is concerned with one's positive self image. Self Focused and Job Outcome Credit Focused Impression Management makes employees important in the eyes of other relevant members as good and knowledgeable person.

*Expert Power* is positively predicted by Job Outcome Credit Focused Impression Management. The reason may be that expert power is directly concerned with one's knowledge, skill and ability. The Job Outcome Credit Focused Impression Management facilitate in making the positive impression about one's job skills.

Thus overall results showed that Impression Management is really a powerful predictor of Social Power. Impression Management skills makes employee to enhance one's self image of a powerful person. The reason might be that image of being a powerful person is directly concerned with positive outcomes in the organization. The fact is that Power in the organization is earned and gained by leaders on the basis of their personalities, activities and situations in which they operate. Impression management acts as a facilitating mechanism of social power.

Initial empirical work (e.g., Kipnis, Schmidt & Wilkinson, 1980) has shown that a majority of upward influence attempts (impression management behaviors) are directed at immediate superiors. An examination of subordinate influence has been made in the performance evaluation process (Ferris & Judge, 1991; Ferris & King, 1991; Villanova & Bernardin, 1989). When one considers the many opportunities, rewards and threats in organizational settings and specifically through performance evaluation process, it seems quite reasonable to expect that people will find it advantageous to manage the impressions that others form of them, especially superiors who holds power at higher level. It has been shown those people who

demonstrate ingratiating types of behaviors tend to receive favorable evaluations (e.g., Jones, 1964).

The results of Multiple Regression Analysis (MRA) with *the Social Power as the criterion and Ingratiation as the predictor* showed that the dimensions of Ingratiation turned out to be significant predictors of the dimensions of the Social Power. More specifically, *Intra-Work Reward Power* was positively predicted by Other Enhancement and Self Presentation, where as negative predicted by Opinion Conformity dimensions of Ingratiation. The reason may be that ingratiation is one of the impression management strategies, in which people seek to be viewed likeable. Ingratiation is defined as an attempt by individual to increase their attractiveness in the eyes of others. The strategies of Other Enhancement and Self Presentation make employees to gain power to distribute rewards through developing and maintaining positive self image on significant others. And Opinion Conformity is considered less desirable for Intra-Work Reward Power. The reason may be that employees who express consistent opinion to their supervisor are not considered as eligible and capable people that may reduce the Intra-Work Reward Power.

*Coercive Power* was positively predicted by Opinion Conformity dimension of Ingratiation. The reason may be that Opinion Conformity dimension makes employees powerful to show opinion consistent with the supervisor. It makes them to hold coercive power over subordinate by having good connection with supervisor.

*Information Power* is positively predicted by Favor Rendering dimension of Ingratiation. The reason may be that employees favor his/her supervisor to get some important information and connection in the head office of the organization.

*Extra-Work Reward Power* is positively predicted by Favor Rendering where as negatively predicted by Opinion Conformity. The reason may be that this Favor Rendering dimension of ingratiation links with supervisors and subordinates both in better way. It makes supervisor to do personal favors for them. Opinion Conformity dimension of ingratiation may cause negative self-image of a less capable person in the eyes of their supervisor and subordinate. That may reduce the Extra-Work Reward Power.

*Opinion Conformity positively predicts Legitimate Power.* The reason may be that legitimate power is concern with one's status and position in the organization. Opinion Conformity with supervisor makes employees to acquire more power and enhance one's status in the organization.

*Referent Power* is positively predicted by Other Enhancement and Self Presentation, and negatively predicted by Opinion Conformity. The reason may be that through Other Enhancement and Self Presentation behavior employees want to put themselves in positive light. It helps them to enhance their personal attraction. Opinion Conformity behavior may not be considered good by others. These people are considered as less capable. That can inhibit in developing positive self-image of a good and likeable person.

*Expert Power* is positively predicted by Other Enhancement and Self Presentation and negatively predicted by Other Enhancement and Opinion Conformity dimensions of Ingratiation. The reason may be that Expert Power of course is concern with one's knowledge and skill but at the same time employees want to be benefited by his/her expertise in the organization. The ingratiation strategies of Other Enhancement and Self Presentation dimension of ingratiation provide the opportunity to make the impression of his/her expertise to get more rewards and incentives in the organization. Where as Other Enhancement and Opinion Conformity dimension may create a negative image of a less capable person. That acts a negative source of Expert Power.

Ingratiation involves strategic behavior designed to enhance one's interpersonal attractiveness in the eyes of superiors, who control significant rewards for them. Enhanced attractiveness may improve a subordinates' chance of positive rewards (such as a raise, a promotion etc.) or reduce his or her chances of receiving a negative outcome (such as an adverse assessment, a cut in pay etc.). It may mean that ingratiation behavior is directed towards superior only while power is directed at both ways i.e. towards subordinate or superiors. In general, bases of power are called strategies. For example, the capacity to reward may manifest in giving material benefits, encouraging a subordinates, paying compliments to a superior or being

ingratiatory toward a person. It means ingratiation is used just as a mean of power tactics strategies.

The overall results showed that ingratiation significantly predicts the social power in organization. The reason may be that ingratiation skills facilitate to achieve some desired outcomes for their performance. Organizations are not simple system, rather they are basically complex and influence and influenced by the other systems of the society. People join and remain in organizations to fulfill their personal and social needs. Impression management and ingratiation are powerful source of social power. The results of the study showed that the concept of social power is positively linked with personal and organizational effectiveness, in-role and extra role citizenship behavior. There is one major catch in results that social power, on the one hand influenced by the impression management and ingratiation strategies, on the others hand in-role and extra role citizenship behavior also enhance one's ability to influence others. It may mean that politicians, social workers, academicians, executives, managers, leaders etc all may have social power in some way. But it could be stated based on present results that sources of power may be different. For example being a good citizen may be a source of power for social workers, freedom fighters, religious leaders, reformers etc. In addition, impression management and ingratiation may be a powerful source for politicians. It could be well explained, based on the present results that IRB, OCB, impression management, ingratiation all somehow increases one's capacity to influence other in some desired fashion.

As mentioned earlier also, one of the mechanisms that have been identified in the literature as important for managerial effectiveness is the gain of social power. Based on this notion, it was considered important to seek an answer to the next research question, which is as follows.

*Question 10. What is the strength of association of in-role behavior and organizational citizenship behavior, in that sequence of consideration, with the different dimension of social power as criterion? (Please see p. 260, of the Results section for details of analysis). Schematically, this could be depicted as follows.*

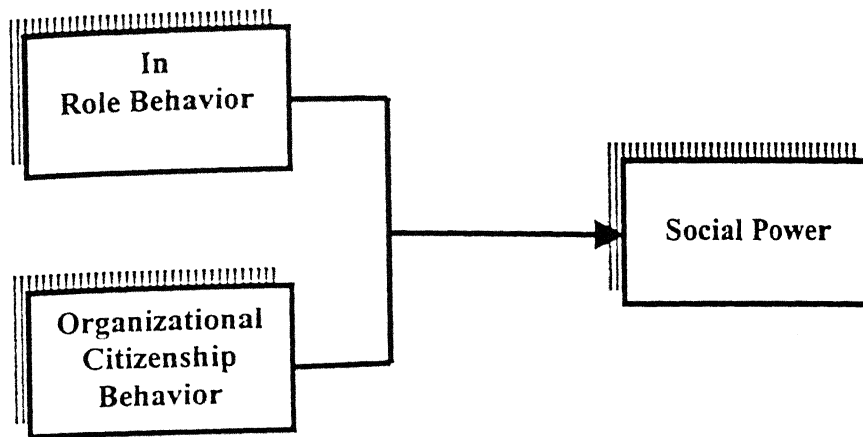


Figure 19. Showing the relationship of in-role behavior and organizational citizenship behavior with social power.

The overall Hierarchical Multiple Regression Analysis (HMRA) results showed that IRB and OCB are important variables for predicting *Intra-Work Reward Power*. More interestingly just two of the dimensions called Job Efficacy (belonging to IRB) and Emotional Support (belonging to OCB) emerged as the salient predictors of Intra-Work Reward Power predicting 35 per cent in the criterion. The reason may be that Intra-Work Reward Power is related directly with rewarding subordinates for their performance. If supervisor performs his job efficiently and provide emotional support to their subordinates or colleagues than it might be possible that subordinate may seek for recognition from their supervisor. It is logical to think that job performance (IRB and OCB) is a good source of Intra-Work Reward Power. If one cannot perform his/her job well than it is not possible that he/she can reward others for their performance. He/she would not be able to evaluate other's performance. It also means that involvement in OCB includes Intra-Work Related Power.

The dimensions of IRB could be retained and the overall regression was not significant. The OCB singly could explain 2 per cent of the variance (Adjusted  $R^2 = .02$ ) in the *Coercive Power*. However, looking at the individual significance of the variable in the regression equation of OCB only one variable, namely Civic Virtue

was negatively significant. The result is quite logical, as Coercive Power is concern with dominance and tough mindedness of people. While an employee's job performance has little relation with Coercive Power. Especially OCB, it is based on positive attitude toward organization and its members. That's why Civic Virtue citizenship behavior has shown negative relationship. It might be possible that OCB generates soft feeling for others, so it will discourage the use of Coercive Power. It may be stated that OCB would be a factor in discouraging the use of authoritative kind of leadership, punishment, compliance etc. OCB would make people more willing and proactive to accept the rules and regulations for organizational growth.

The HMRA result showed that IRB and OCB are important variables for predicting *Extra-Work Reward Power*. The IRB could explain 5 per cent of the variance (Adjusted  $R^2 = .05$ ) in the Extra-Work Reward Power. The OCB could explain 8 per cent of the variance (Adjusted  $R^2 = .08$ ) in the Extra-Work Reward Power. However, looking at the individual significance of the variable in the regression equation of IRB and OCB no variable of the two variables turned out to be significant predictor individually. The reason may be that Extra-Work Reward Power is concern with helping subordinates in their personal problems. Job performance (IRB and OCB) may link in someway with Extra-Work Reward Power. The employees will seek help from those who are well in their job and can contribute beyond their role requirement. It can be said that IRB and OCB may enhance individual capacity of Extra-Work Reward Power.

The overall HMRA result showed that IRB and OCB are important variables for predicting *Legitimate Power*. More interestingly just two of the dimensions called Job Efficacy (belonging to IRB) and Sportsman Spirit (belonging to OCB) emerged as the salient predictors of Legitimate Power predicting 12 per cent in the criterion. The reason may be that employees' who are doing well in their job may be promoted that will enhance their Legitimate Power in the organization. In addition, OCB as represented by the dimension of Sportsman Spirit will add into the Legitimate Power, as it will motivate employees to tolerate the working conditions positively. That will make them to stay longer in the same organization. It will also further add into Legitimate Power of the employee.



The overall HMRA result contained showed that IRB and OCB are important variables for predicting *Referent Power*. More interestingly just two of the dimensions called Job Efficacy (belonging to IRB) and Civic Virtue (belonging to OCB) emerged as the salient predictors of Referent Power predicting 36 per cent in the criterion. The reason may be that supervisor's Referent Power is concern with positive attitude towards their subordinates. It is possible that job performance (IRB and OCB) will enhance supervisor's capacity to receive attention from their subordinates in their problems. Such supervisor will occupy a central position among their subordinates. As their expertise in their job and Civic Virtue citizenship behavior might enhance their impression over subordinates. It is logical to think that everybody will seek help from those who are not only experts in their jobs but willing to help others in improving their skill and confidence at work place. Civic Virtue citizenship behavior makes them open for their subordinates. They feel willing to take help from their supervisor. It increases the interpersonal trust and increases supervisor's Referent Power.

The overall HMRA result showed that IRB and OCB are important variables for predicting *Expert Power*. More interestingly just three of the dimensions called Job Efficacy (belonging to IRB) and Conservation of Time and Emotional Support (belonging to OCB) emerged as the salient predictors of Experts Power predicting 36 per cent in the criterion. Out of two OCB dimensions Conservation of Time was found to be the negative predictor where as Emotional Support was found to be the positive predictor of Expert Power. In later analysis, Generalized Compliance has showed no relationship with criterion as existing earlier. The reason may be that employees who perform in-role behavior efficiently may have Expert Power over their subordinates because of their knowledge, skill and abilities. Emotional Support by employees to their subordinates or colleague also enhances their Experts Power. The reason may be that Emotional Support may motivate employees to learn new things and to give confidence on whatever is learned. Conservation of Time dimension of OCB has shown negative relationship with Expert Power. The reason may be that Expert Power is concern with the knowledge about one's job and its environment. There may be some other determinant of Experts Power like ability,

readiness to learn etc. It is not essential that people who save their time would use it in learning new things or enhancing their expertise in the job.

The overall result showed that Job Efficacy dimension of IRB has predicted Intra-Work Reward Power, Legitimate Power, Expert Power, and Referent Power positively. On the other hand, Emotional Support positively predicted Intra-Work Reward Power and Expert Power. Civic Virtue predicted Coercive Power negatively and Referent Power positively. Sportsman Spirit predicted Legitimate Power negatively. Conservation of Time predicted Expert Power negatively.

Power can be a resultant force of the citizenship behavior. For instance, the person might have a referent power that acts as a good citizen, or (s) he may himself or herself have expert power or information power that helps him or her to engage in effective citizenship behavior.

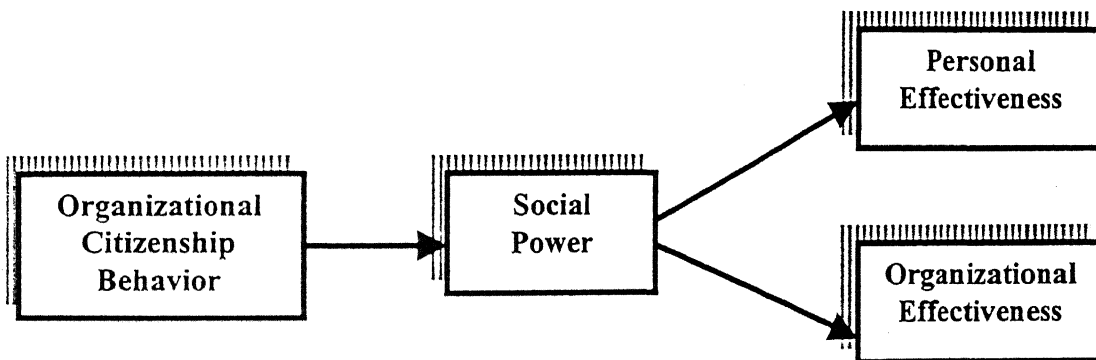
Power has been both the independent variables causing such as domination, and dependent variables, in this case the outcome of dependency. Power has been viewed functional in the hands of managers who use it in the pursuit of collective, organizational goals and dysfunctional in the hands of those who challenged those goals and seek to promote self-interest. In present research we were concern with power as outcome citizenship behavior. Being a good citizen of the organization may be a good source of power. Overall, it could be maintained that an organizational citizen enjoys the Intra-Work, Referent, and Expert Power more prominently. These dimensions of power had shown positive relationship with organizationally relevant outcome variables. It may mean that OCB on the one side and social power as represented by these dimension are good for individual and organizational performance.

If we assume that power is a function of dependency than we might also argued that power would be related to citizenship behavior, because OCB is directed toward other individuals in organization (for instance, mentor has power over protégé). As Longman dictionary defines Protégé, a young person who is guided and helped by someone who has influence, power or more experience. It clearly appears that in citizenship behavior one party receives something from other who does something in favor of individual, group or organization. The acts of good citizenship

gave him more capacity to influence other or to acquire central position. This study showed the important link of citizenship behavior with power in general and Intra-Work Reward Power, Expert Power and Referent Power in main.

Having seen the specifics of relationship of IRB and OCB with Social Power, it was conjectured that since OCB is the variable of central interest in the present work, it may not be a bad idea to explore the relationship of the OCB with Social Power, and of Social Power with Personal Effectiveness and Organizational Effectiveness, in a kind of the so-called path-analytic model. This might give us a better idea of the “causal effects” of various variables in the structural equation as represented in the diagram that shortly follows. Consequently the next research question of interest was the following.

*Question 11. What is the effect of organizational citizenship behavior, as seen through social power as mediating variable on personal effectiveness and organizational effectiveness?* (Please see p. 271, of the Results section for details of analysis). Schematically, this could be depicted as follows.



*Figure 20. Showing the relationship of organizational citizenship behavior, as seen through social power as mediating variable, with personal effectiveness and organizational effectiveness.*

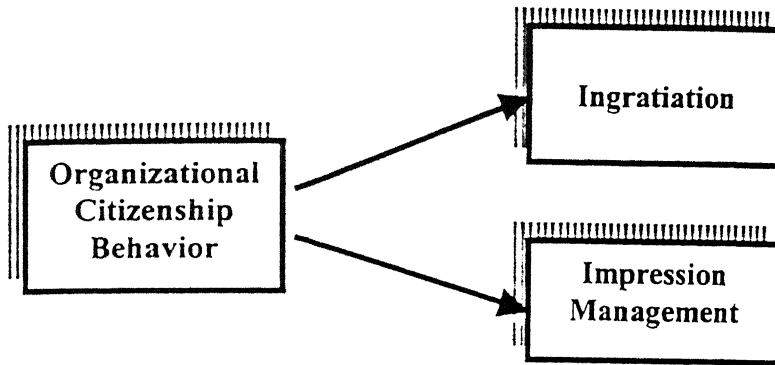
The path coefficients revealed that OCB is a significant potent variable contributing to power as well as to personal effectiveness. In that order also the OCB contributed to personal effectiveness and organizational effectiveness through power. Since OCB did not seem to contribute directly to organizational effectiveness, power

might be taken as an important variable as it carries the contribution of OCB through itself to organizational effectiveness. The path analysis results adds to our understanding in following terms; (1) OCB contributes to power, and therefore one may expect gain in power through OCB, (2) OCB also directly contributes to personal effectiveness, and therefore might be valuable to indulge in for increased personal effectiveness, (3) power as evidenced in literature also contributes significantly to personal effectiveness and organizational effectiveness, (4) OCB does not directly contributes to organizational effectiveness but contributes through power and hence it might be suggested that the role incumbents indulging in high amount of OCB may not be conducive to organizational effectiveness unless they obtain substantive amount of power as well because the contribution of OCB to organizational effectiveness goes through power and not directly.

The path analysis results are very important for social workers, psychologists, and those who are genuinely involved in true citizenship behavior in work setting at social and organizational level. It may mean the overall social and organizational effectiveness might increase when they must be having a substantive amount of social power in the form of social prestige, social status etc. It is evidenced in the literature social worker and psychologists, counselor etc have to face the large amount of incidences of stress, strain and burnout. It may mean that they would be personally and socially or organizationally would be more effective when they will enjoy a minimum amount of social power. Otherwise they may face health hazardous over a period of time of working. Therefore, OCB might a contributing factor in the process of personal and organizational effectiveness through social power for those who are involve in public welfare professions.

OCB being a central concern, it was thought proper to see the relationship of OCB as well with Ingratiation and Impression Management, which gave rise to the following research question.

***Question 12.** What is the strength of association of organizational citizenship behavior, with the different dimension of impression management and ingratiation as criterion? (Please see p. 273, of the Results section for details of analysis).* Schematically, this could be depicted as follows.



*Figure 21. Showing the relationship of organizational citizenship behavior with impression management and ingratiation.*

The variables of OCB, namely Sportsman Spirit was found to be the negative predictor, and Work Mindedness was found to be the positive predictor of the dimension of Opinion Conformity dimension of Ingratiation. The reason may be that Sportsman Spirit attaches employees with the organization in true sense. They accept the work place problems positively. Therefore, they do not require to get involve in Opinion Conformity behavior for Ingratiatory purpose. Work Mindedness makes people to work hard for organizational betterment. When employees' working hard they expect some rewards from their employer, for this purpose they involve in ingratiation behavior. They shows their opinion consist with significant others who holds power of the rewards and promotion decisions. It means that Work Minded employees do ingratiation behavior to get the benefits of their hard work. It does not remain citizenship behavior when a rewards expectation influences the true citizenship motives.

The variables of OCB, namely Sportsman Spirit and Concern for Organizational Resources was found to be the negative predictor, and Work Mindedness was found to be the positive predictor of the dimension of Other Enhancement and Opinion Conformity dimension of Ingratiation. The reason may be that Sportsman Spirit and Concern for Organizational Resources makes employees to think about the welfare of the organization for true citizenship purpose. They do not

expect anything in return. It may mean that they do not require to involve in Other Enhancement and Opinion Conformity ingratiation behavior. Work Minded citizenship behavior often diverts from its true motives to some ulterior motives of reward and promotion expectations. That may enhance Other Enhancement and Opinion Conformity ingratiation behavior.

Out of these variables of OCB, namely Concern for Organizational Resources was found to be the negative predictor, and Individual Initiative and Work Mindedness was found to be the positive predictors of the dimension of Favor Rendering dimension of Ingratiation. The reason may be that Individual Initiative and Work Minded citizenship behavior might be quite related with the in-role behavior that directly or indirectly enhance organizational performance. They involve in rendering favors to supervisor in his/her problems to get some incentives for their good performance. Concern for Organizational Resources makes employees to be genuinely attached with organizations for true citizenship motives.

The variables of OCB, namely Sportsman Spirit was found to be the negative predictor, and Social and Functional Participation, Work Mindedness and Individual Initiative were found to be positive predictors of the dimension of Other Enhancement and Self Presentation dimension of Ingratiation. The reason may be that Sportsman Spirit as discussed earlier makes employees to feel and act in favor organizations with true citizenship purpose. Social and Functional Participation, Work Mindedness and Individual Initiative may involve some ulterior motives for personal growth, rewards and promotion expectations. That may motivate them to involve in ingratiation behavior.

The overall results showed that OCB has certain positive relationship with ingratiation behavior in organizations. Specifically, Work Mindedness, Individual Initiative and Social and Functional Participation dimensions of OCB were found the positive predictors of Ingratiation behavior. The reason may be that employees want to be rewarded for their certain citizenship behaviors. In this context, Schnake (1991) stated that without knowing the motive of an employee, researcher may code such behaviors as helping another employees when it is in fact a political tactic. It means

that ingratiation and citizenship behavior appears similar, but differentiated by employee's motive, other perception, or both.

Jones and Wortman (1973) and Jones (1964) demonstrated the use of four major ingratiation tactics, other enhancement, opinion conformity, rendering favors and self-presentation. While OCB have classified helping others, volunteering for required work, assisting supervisors, when not asked, and complaining as example of OCB. Researchers have to recognize the intentions of the employee before attributing it either as ingratiation or citizenship behavior. Eastman (1994) premise that ingratiation and OCB are similar but that supervisor will respond differently to employees depending on whether they label their extra role behaviors as ingratiation or as OCB. The attributions of intentions are influenced by supervisor decisions on employee outcomes. Eastman (1994) found that a single set of extra-role behaviors can elicit very different responses from supervisors. Employees labeled as good citizens received greater rewards than those labeled and other employees not exhibiting extra-role behaviors. Thus OCB and ingratiation is influenced by attitudinal bias that affects their evaluation of extra-role behaviors.

The other variables of OCB like Sportsman Spirit and Concern for Organizational Resources were found negative predictors of ingratiation behavior. It means OCBs has some inner strength that precludes ingratiation behavior. It may means employees may engage in true citizenship behavior without any ulterior motives.

The result of MRA with OCB and Impression Management showed that the variables of OCB, namely Sportsman Spirit was found to be the negative predictor, and Work Mindedness was found to be the positive predictor of the Job Specific Impression Management dimension of Impression Management. The reason may be the same that on the one hand, Sportsman Spirit motivates employees to accept the organizational problems with true citizenship motives. On the other hand, Work Mindedness may involve components of in-role behavior. Work minded employees' tries to make Job Specific Impression Management to some extent for their personal benefits. They seek rewards, recognition, advancement etc for their job relevant

activities. Work Mindedness citizenship behavior promotes Job Specific Impression Management.

The variables of OCB, namely Emotional Support, and Social and Functional Participation was found to be the positive predictors, and Sportsman Spirit and Altruism was found to be the negative predictors of the Job Outcome Credit Focused Impression Management. The reason may be that Emotional Support and Social and Functional Participation are indirect ways to take the credit of their performance. When employees do not able to perform their role behavior properly, they want to get the credit for their performance through indirect ways. Emotional Support and Social and Functional Participation help in enhancing their impression for taking the credit of job behavior. Where as Sportsman Spirit and Altruism may be rooted in personal disposition to act in organizationally beneficiary manner. The reason may be that Altruistic behavior is norm based and learned through internalization and identification of social norms. Individual learn to act in helping way towards other in all circumstances. Similarly Sportsman Spirit is concern with affective commitment and patience for unfavorable organizational circumstances that is also based on personal disposition. Both these dimensions reduce impression management motives.

The variables of OCB, namely Individual Initiative and Work Mindedness were found to be the positive predictors, and Concern for Organizational Resources, Sportsman Spirit, and Generalized Compliance was found to be the negative predictors of the Supervisory Focused Impression Management As discussed above, Individual Initiatives and Work Mindedness citizenship behavior over lap with in-role job performance. In organizations, employer enhances such behavior for better productivity and performance purpose. Employees in Indian circumstances wish to be rewarded for such kind of behavior. Therefore, they get involve in Supervisory Focused Impression Management to get the benefits of rewards, incentives, promotion in organization. Concern for Organizational Resources, Sportsman Spirit, and Generalized Compliance citizenship behavior based on personality disposition of benefiting organization with true citizenship motives. The OCBs may make them affectively committed.



The variables of OCB, namely Work Mindedness and Social and Functional Participation were found to be the positive predictors of Self-Focused Impression Management. Employees in organizations always wish to get benefits for their work behavior. Work Mindedness and Social and Functional Participation become one way to manage positive impression of being a good organizational citizen. Work Mindedness represent employees job related skill to some extent and Social and Functional Participation represents a his/her good behavior for organizational activities. It may mean that employees manage their impression at two level job effectiveness and social effectiveness.

The overall result showed that a Work Mindedness dimension of OCB was found most influential for the purpose of impression management and Ingratiatory purpose. The reason may be that impression management and ingratiation is one of the realities of organizational life. To some extent, impression management and ingratiation behavior is influenced by OCB because it is desirable and linked with organizational effectiveness. When employees involves in some specific kind of OCBs, for instance Work Mindedness, and Individual Initiative, it become a powerful tool of impression management and ingratiation behavior. Several researcher recently have noted that engaging in citizenship behaviors might be quite impression enhancing and self-serving (e.g. Eastman, 1994; Fandt & Ferris, 1990; Ferris, Judge, Rowland, & Fitzgibbons, 1994). That is people who engage in citizenship behavior are likely to be perceived positively by others (e.g., supervisors, coworkers, and so on) in their organizations. Research studies shows that both impression management and ingratiation have certain individually relevant outcomes for personal growth. Studies showed that that performance appraisal process is very much influenced by objective as well as subjective judgment of managers. Even the studies shows that subjective judgments of OCB as dimension of job performance produce much more variance in performance appraisal process. The research done by Mackenzie, Podsakoff, & Fetter (1991, 1993) Podsakoff, Mackenzie, and Hui (1993) clearly shows that managerial evaluation of sales' persons is determined as much as employees' altruism and civic virtue behavior as objective productivity level. Similarly Avila, Fern, and Mann's (1988) study of computer salespeople shows that

12% of variance in employee performance evaluation was uniquely attributable to objective sales performance, 48% was uniquely attributable to OCB, and 3% of the variance shared between objective sales performance and the OCBs. Mackenzie, Podsakoff, & Fetter's (1993) study showed that OCB accounted 44% of the variance in performance evaluation, but it decreases to 9% when common method variance was controlled, while objective performance accounts for 24% of the variance, when bias was controlled. On average, across the eleven samples studied by Podsakoff, Mackenzie, Paine, and Bachrach (2000) argued that objective performance accounted for 9.5% of variance, OCB for 42.9% of variance in performance evaluations and 61.2% of variance in performance accounted for combination of both the objective performance and OCB in overall performance evaluation, but it averaged only 46% when common method of variance controlled. Thus the evaluation of different studies on the impact of OCB on performance shows that

I. OCB/Contextual performance has positive impact on several decisions made by managers.

II. The weight of this evidence suggests that the effect of this form of performance is at least as great as the effect of in-role performance.

III. There is evidence to suggest that in-role and extra-role performance may interact when influencing managerial judgments and decision; and

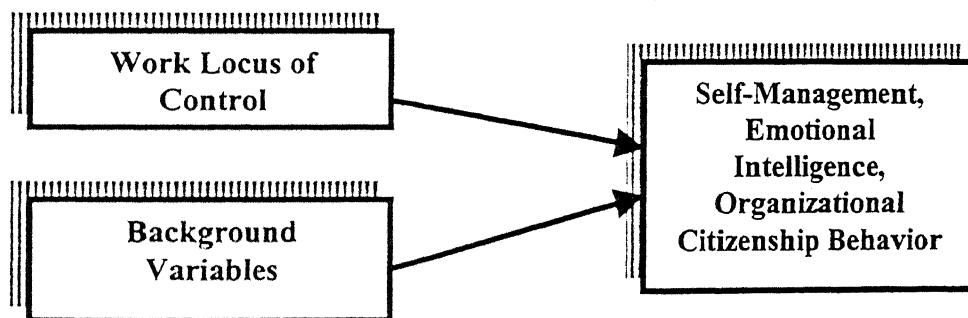
IV. Common method of variance has a substantial impact on the relationship between OCB/ contextual performance and managerial judgments; although this bias generally weakens these relationships, it does not eliminate them.

Mackenzie, Podsakoff and their colleagues have suggested several reasons why managers may value OCBs and take them into account when evaluating employee performance. Some of the reasons have to do with norms of reciprocity and fairness, some of the reasons have to do with the way managers form their evaluations and others have to do with informational distinctiveness and accessibility of OCB information in memory. That is because certain OCB becomes a way to manage positive impressions on their supervisor for greater organizational benefits. However, this statement does not mean that Impression management, Ingratiation fully overlapped. The results also showed that certain OCBs for instance, Sportsman

Spirit, Concern for Organizational Resources, Altruism is found to be negatively associated with impression management and ingratiation. It may reduce the impression management motives among employees and truly motivated by citizenship motives. It is really good for organizational performance, effectiveness and productivity.

By raising and attempting to answer various research questions within the conceptual framework of the present study, it seems to have become apparent by now that the three variables of reasonable importance are self-management, emotional intelligence, and OCB. Having identified these three variables and understood their relationship of several variables that may follow them in conceptual scheme as well as in practice, it may be important to think of some variables that may act as the “antecedents” of these variables. The next question is addressed to this concern.

*Question 13. What is the strength of relationship of some of the background variables and work locus of control, with self-management perceptions and practices, emotional intelligence, and organizational citizenship behavior?* (Please see p. 280, of the Results section for details of analysis). Schematically, this could be depicted as follows.



*Figure 22. Showing the relationship of background variables and work locus of control with self-management perceptions and practices, emotional intelligence, and organizational citizenship behavior.*

The effect of work locus of control as a major personality variable has also been investigated on major variables in the present work self-management, emotional intelligence and OCB. The result showed that work locus of control has had significant effect upon self-management and OCB, but it has not been found to be related with emotional intelligence at all. The reason may be that emotional intelligence is a non-cognitive capacity and ability (potential) based individual learning, experience and training. It is less determined by stable personality traits.

The variable of work locus of control, namely Action Initiative was found to be the negative predictor of the dimension of self-management called *Self-Performance Perception*. The result showed that internals as represented by Action Initiative do not believe in Self-Performance Perception. Spector (1982) reviewed theoretical and empirical literature on the organizational implications of locus of control and concluded that, in general, an internal locus of control should be associated with more desirable employee outcomes (e.g., lower turnover, higher performance, and greater Job Satisfaction) than external locus of control. These assertions have been generally supported by studies (e.g., Cvetanovski & Jex, 1994; Fisher, 1995; Spector & O'Connell, 1994). The reason of present results may be that internals may require recognition and rewards more than externals. Therefore, they are less concern with Self-Performance Perception. That is more related with intrinsic motivation.

The variable of work locus of control, namely Action Initiative was found to be the negative predictor of the dimension of self-management called *Self-Efficacy Perception*. The reason may be that people with internal work locus of control as represented by Action Initiative are more concern with their advancement, achievement, and performance at job etc. Therefore, they are more concern with outcomes than processes of achieving results. It means that internals focus more on results than efforts. That's why they feel less concern with Self Efficacy and more with outcomes of self-efficacy like better performance, satisfaction, and effectiveness. Internal work locus of control may enhance job performance, but it will not essentially enhance perception of self-efficacy.

The variables of work locus of control, namely Luck and Significant Others were found to be the negative and positive predictors of the dimension of self-management called *Supervisory Performance Feedback Perception* respectively. External Work Locus of Control is represented by Luck and Significant Others both. The reason may be that Luck is more abstract thing that are beyond individual control, where as Significant Others are people to whom we interact in our life and may have some control in getting positive reinforcements. That's why Supervisory Performance Feedback Perception is negatively predicted by Luck and positively predicted by Significant Others. Sometimes, supervisor may become Significant Others, who has control over positive reinforcements and rewards. Employees regard that Significant Others play a key role feedback for performance.

The variables of work locus of control, namely Action Initiative and Effort were found to be the negative predictors of the dimension of self-management called *Emotion Management Practice*. Both dimensions of Work Locus of Control represent internality. The reason may be that Internals believes more in positive results, advancement and greater job success etc. They are less concerned with external environment and need of the other people. That's why they are less concerned with Emotion Management Practice, as management of one's emotions gives importance to other. Internals want to move upward even at the cost others' emotions and feelings. Internals may be relatively ambitious and task oriented. It may make them to be less concern with emotions and their management.

The variables of work locus of control, namely Luck, Significant Others, and Effort were found to be the negative predictors of the dimension of self-management called *Self-Knowledge of Performance*. The result showed that both internals (as represented by Effort) and externals (as represented by Luck & significant others) are negatively concerned with the Self-Knowledge of Performance. The reason may be that Self-Knowledge of Performance acts as intrinsic source of motivation. The concept of work locus of control is relatively less concerned with this intrinsic motivation. The reason is that internals seek greater achievement, advancement, reward and recognition etc. in their life, so they get satisfaction in external motivation, where as externals are concerned with need of others and acts as per

demand of the situation. That's why both of the factors were found to be negatively related with Self-Knowledge of Performance.

The relationship of work locus of control has also been seen on dimensions of OCB.

The variables of work locus of control, namely Action Initiative was found to be the negative predictors of the dimension of OCB called *Emotional Support*. Internals provides less Emotional Support to their coworkers, as they are more concerned with their own career advancement and progress. Therefore, they do not devote much time in helping others emotionally. They seek satisfaction in being effective at the work.

The variables of work locus of control, namely Action Initiative was found to be the negative predictors of the dimension of OCB called *Concern for Organizational Resources*. The reason may be that internals are more concerned with their personal interest, satisfaction and better performance. Internals seek for external reward for their job performance. That's why they have little concern with saving organizational resources. The internal focus much on self than organization.

The variables of work locus of control, namely Effort was found to be the negative predictors of the dimension of OCB called *Organizational Pride*. The reason may be that feeling of Organizational Pride is more determined by positive affective state of employees. Employees, who are affectively committed, may have feeling of Organizational Pride. However, workers with internals locus of control believe more in their effort in getting success and rewards in their life. Therefore, they get less involve in citizenship behavior at organizational level without any external rewards.

The variables of work locus of control, namely Action Initiative was found to be the negative predictors of the dimension of OCB called *Civic Virtue*. The reasons may be that internals try to fulfill their personal interest by doing things. But civic virtue citizenship does not provide that satisfaction which they get in materialistic rewards. Civic Virtue makes employees concern with others where as internals are more concern with themselves.

The variables of work locus of control, namely Action Initiative was found to be the negative predictors of the dimension of OCB called *Social and Functional*

*Participation.* The reason may be that Social and Functional Participation has nothing to do with job performance and effectiveness. Even it may reduce the in-role job performance. Where as internals are much more concern with their in-role behavior, as it will be get rewarded by the organizations. They feel participation in social and functional activities as wastage of their time.

The variables of work locus of control, namely Action Initiative was found to be the negative predictors of the dimension of OCB called *Altruism*. The reason may be that altruistic behavior is desirable than essential in the organization. Internals provide less attention to altruistic behavior because it has no return in terms of career progress, achievement, advancement, increase in pay, and promotion. They feel less motivated to help others with any intrinsic motive.

The variables of work locus of control, namely Significant Others was found to be the negative predictors of the dimension of OCB called *Sportsman Spirit*. The reason may be that externals are more concern with demands of external environment and work accordingly. Externals do not bear nuisance at the work place rather they will try to remove those problems that frequently occurs and bother them. Externals focuses more on outside environment, therefore, they feel inconvenience to bear the nuisances at work place. They are more aware about their environment in which they work. That may cause not to bear the problems of work place.

The variables of work locus of control, namely Action Initiative was found to be the negative predictors of the dimension of OCB called *Individual Initiative*. The reason may be that Action Initiative as represent internals, take initiatives when get rewarded. When they feel that they have little chance to get positive reinforcements. Until they get rewards for their initiatives they do not involve in initiative behavior for citizenship motive. Individual Initiatives citizenship behavior is not rewarded. That is because internal work locus of control does not determine the Individual Initiative behavior.

The variables of work locus of control, namely Effort was found to be the negative predictors of the dimension of OCB called *Generalized Compliance*. Internals, as represented by Effort do only that much amount of work which gives them more reward. Internals want to get much reward with their effort. Generalized

Compliance citizenship behavior is less rewarding for them, because it does not directly provides any external sources of rewards.

Overall results showed that internal work locus of control dimensions of work locus of control had predicted self-management and OCB negatively more frequently. It means that Internals do not get involve is self-management behavior and citizenship behavior. The reason may be that internals exert greater control over work environment rather controlled by environment. They focus much on their self-interest, fulfillment of personal desires and satisfaction. Self-management behavior and citizenship behavior both are not directly concern with incentives, rewards, or positive reinforcement at work place. In organizational settings, rewards or outcomes include promotions, favorable circumstances, salary increase and general career advancement (Spector, 1988). It refers to the degree to which people believe they are masters of their own fate. The first type involves those who believe that they control their destinies, have been labeled internal, whereas the latter see their lives as being controlled by outside forces, have been called externals (Rotter, 1966). It may be concluded that internals focus on the rewards, recognition, incentives etc at workplace that is controlled by them. Therefore, they are not involved in self-management behavior and OCB because these behaviors are not rewarding for them. In a study, Anderson and Schneir (1978) on college student found (a) internals were more likely emerge as group leaders (b) internal leaders perform better in class than externals leaders (c) group led by internals performed better than those led by externals and (d) internals leaders were more task oriented, and external leaders were more socially oriented. It may means that internals involved in task oriented activities for better performance and greater rewards. OCB is concern for others' welfare. There is no direct reward of performing OCB as well as involving in self-management behavior. Most of time internals would avoid for being involved in citizenship behavior and even their focus on task performance would reduce their citizenship and self-management behavior at work place.

The relationship of background variables has also been on self-management, emotional intelligence and OCB. However, background variables had shown no significant relationship with emotional intelligence and self-management.



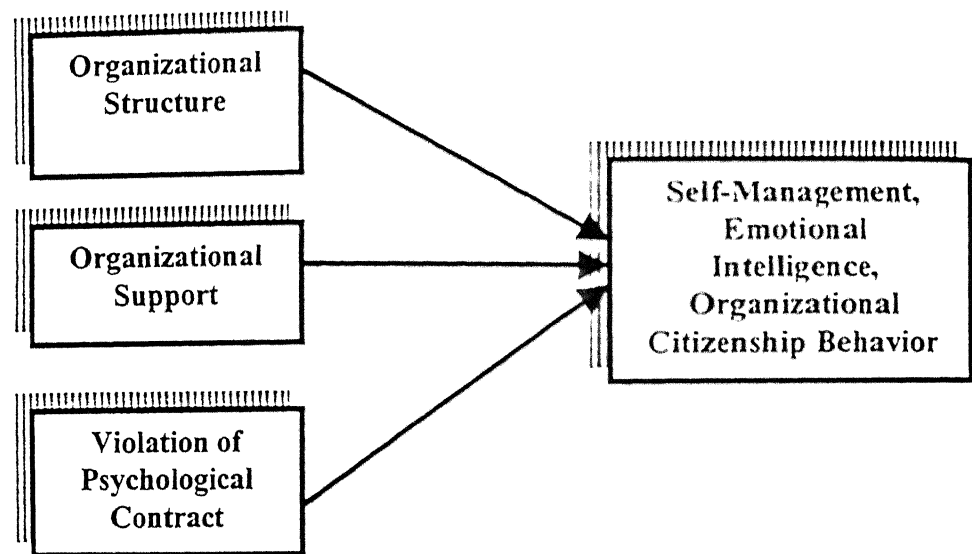
The Background Variable, namely Chronological Senior by Good Career Break was found to be the negative predictors of the dimension of OCB called *Social and Functional Participation*. The reason may be that it might create sense of confidence and make employees' opportunity seeker that may preclude them to participate at social and functional level. Extensive reviews of the seniority-productivity relationship have been conducted. If we define seniority as time on a particular job, we can say that the most recent evidence demonstrate a positive relationship between seniority and job productivity, so tenure expressed as work experience, appears to be a good predictor of employee productivity. It means that for being a productive employee they have to put more effort, time, skill, and knowledge in learning the task. For which they may not get time to participate at social and functional level.

The of background variable, namely Chronological Senior by Good Career Break was found to be the positive predictors of the dimension of OCB called *Sportsman Spirit*. The reason may be that Chronological Senior by Good Career Break might create a sense of commitment to their organization that may enhance one's capacity to bear the nuisances at work place. The results are supported by the review done by Green, Gergen, and Meter (1972) who suggested that educational level to be positively correlated with social responsibility. It may mean that Employees with good career break would be good in educational level, and in taking the responsibility at work place. That might promote acceptance at work place. Tenure is also a potent variable in explaining turnover. Research evidence showed that tenure (chronological senior) has consistently been found to be negatively related and has been suggested as one of the single best predictors of turnover (Arnold & Feldman, 1982). The evidence indicates that tenure and satisfaction are positively related (Bedeian, Ferris & Kacmar, 1992).

Off late some variables other than the commonly considered and so-called process variable have caught attention of the behavioral scientists three of them are: Organizational Structure, Organizational Support, and Psychological Contract. The next research question was an attempt to relate these with those variables upon which

the research findings of the present study could narrow down, namely self-management, emotional intelligence and OCB

*Question 14. What is the strength of association of organizational structure, organizational support, and violation of psychological contract as the predictors of different dimensions of organizational citizenship behavior, self-management perceptions and practices and emotional intelligence as the criterion? (Please see p. 291, of the Results section for details of analysis). Schematically, this could be depicted as follows.*



*Figure 23. Showing the relationship of organizational structure, organizational support, and violation of psychological contract with organizational citizenship behavior, self-management perceptions and practices, and emotional intelligence.*

The variables of Organizational Structure, namely Centralization and Participation were found to be the positive predictors of the dimension of OCB called *Emotional Support*. The reason may be that Centralization provides less freedom to work. Employees feel more boredom and monotony at work place. They feel alienated, isolated, and self estranged. They do not feel at home. They feel that they are not controlling their own destiny. In this condition, they will require more

emotional support to create a better human relation system in the organization. The other component of organizational structure Participation directly contributes to Emotional Support for other employees. As participation provides the greater opportunity for more frequent interaction among employees. Participation motivates employees to provide emotional support. It may mean Centralization and Participation acts in two ways, first Centralization motivates to remove negative emotion by helping other emotionally, second Participation motivates positively.

The variables of Organizational Structure, namely Innovation, Centralization and Job Autonomy were found to be the negative predictors of the dimension of OCB called *Concern for Organizational Resources*. The reason may be that Innovation is concern with job enrichment. Employees have new things to do at work place; they get relatively less time to think about saving organizational resources. Most of time they remain concerned with accomplishment of their task in hand innovatively. Same is true for Job Autonomy, when employees has greater flexibility to perform their job than they feel less concern with saving organizational resources for citizenship purpose. The reason may be that they do not consider it necessary part of their in-role behavior. Innovation and Job Autonomy are linked with each other. Both create a sense of confusion and role ambiguity about the role behavior. The confusion and ambiguity discourages the in-role and extra-role behavior. When there are higher Centralization employees have to consult with their superiors for each decision. They have less decision making power in organization. The job is structured and well defined than employees feel less concern for saving organizational resources. They just do in-role behavior to maintain their organizational membership.

The variables of Organizational Structure, namely Job Autonomy was found to be the negative predictor of the dimension of OCB called *Conservation of Time*. When there will be greater Job Autonomy employees would feel less clear about their role expectation. There would be relatively higher role ambiguity. In this situation, they will devote more time in non-work activity, in being clear about roles and responsibilities. Time conservation for citizenship purpose would get reduce.

The variables of Organizational Structure, namely Participation, Job Specificity, Job Autonomy, and Centralization were found to be the significant

predictors of the dimension of OCB called *Organizational Pride*. Out of these four significant predictors Job Autonomy was found to be negative predictor where as Participation, Job Specificity and Centralization were found to be positive predictors. The reason may be that Job Autonomy is concern with more freedom at the job. More freedom can create more role ambiguity and role conflict. That may create negative affective state and negative feelings towards organization as whole. Where as Participation, Job Specificity, and Centralization predict Organizational Pride positively. The reason may be that Participation at organizational level is concerned with sharing decision-making power with employees in formulation of organizational plans, rules and regulations. That makes them to feel positive affect for their organization. Job Specificity and Centralization gives clarity to their organizational roles. They feel less confusion and conflict. That creates positive mood state and feeling of organizational pride.

The variables of Organizational Structure, namely Job Specificity and Centralization were found to be the positive predictors of the dimension of OCB called *Work Mindedness*. The reason may be that Job Specificity and Centralization provides greater clarity about the job role. It makes them to accomplish their work effectively. Clarity of role behavior make them Work Minded and to put some extra effort to perform their role behavior.

The variables of Organizational Structure, namely Participation was found to be the positive predictor of the dimension of OCB called *Social and Functional Participation*. The reason may be that Participation is concern with sharing in decision-making power about the organizational policy, hiring staff, promotion etc. The participation in decision-making makes employee more responsible and committed towards organization. They do not only get motivate to participate in policy decision but also motivated to participates at social and functional level. It motivates them to participate at social and functional level for the welfare of the organization.

The variables of Organizational Structure, namely Centralization was found to be the positive predictor of the dimension of OCB called *Altruism*. There may be two reasons for such findings. First, Centralization is concern with concentration of power

in some hands about decision-making. In this situation employee will feel greater dissatisfaction and unhappiness. It will create negative mental state. Through helping others, employees would release their negative mental state. This rationale is supported by the Cialdini and Colleagues (1982). Second, is that Centralization may create a sense of clarity and direction to work for achieving organizational goals. That increases their efficiency and productivity. It might generate positive affective state. Employees help other in consonance of their pleasant mood.

The variables of Organizational Structure, namely Centralization and Job Autonomy was found to be the negative predictors of the dimension of OCB called *Sportsman Spirit*. The reason may be that Centralization may create negative mental state where as Job Autonomy may produce role ambiguity and role conflict that will also add in negative mental state. The negative mental state may produce negative affect towards whole organization. Employee would be less susceptible to accept the problems and nuisances at work place. It may be possible that they will complain more against organizational problems.

The variables of Organizational Structure, namely Job Specificity was found to be the positive predictor of the dimension of OCB called *Individual Initiative*. The reason may be that due to Job Specificity employees would be clearer about their role and responsibilities so in their work area they might be able to take initiatives for the welfare of the organization. Role specificity will make them to take initiatives for organizational performance.

Two significant variables of Organizational Structure, namely Job Autonomy was found to be the negative predictor where as Job Specificity was found to be positive predictor of the dimension of OCB called *Generalized Compliance*. Job Specificity is concern with clarity about roles and responsibilities. It is quite possible that Job Specificity might increase Generalized Compliance. Where as Job Autonomy will reduce Generalized Compliance because of greater conflict and confusion about the role and responsibilities.

The overall results showed that Centralization, one the one hand was found positive predictor of Emotional Support, Organizational Pride, Work Mindedness, and Altruism. On the other hand, Centralization was also found to be a negative

predictor for Concern for Organizational Resources and Sportsman Spirit dimensions of OCB. Participation was found to be the positive predictor of Emotional Support, Organizational Pride, and Social and Functional Participation dimensions of OCB. Innovation predicted Concern for Organizational Resources negatively. Job Autonomy was found negative predictor of Concern for Organizational Resources, Conservation of Time, Organizational Pride, Sportsman Spirit, and Generalized Compliance dimensions of OCB. Job Specificity was found to be the positive predictor of Organizational Pride, Work Mindedness, Individual Initiative, and Generalized Compliances. It can be concluded that Centralization, Participation and Job Specificity were found to be a positive predictors of different dimensions of OCB. Centralization, Innovation and Job Autonomy were found to be negative predictors of different dimensions of OCB.

The relationship of organizational support as predictor has also been seen on the OCBs as criterion.

The dimensions of Organizational Support, namely Caring Attitude of Organization was found to be the positive predictor where as Appreciation of Effort was found to be the negative predictor of dimension of OCB called *Emotional Support*. The reason may be that Caring Attitude of Organization is directly concern with recognition of employees' goals, values, opinion, and task accomplishment. Thus Caring Attitude creates positive affect and motivation to involve in organizational functioning and commitment to its members. It means that if employees receive emotional support from organization than they equally reciprocate the same feeling for the organization in the form of Emotional Support citizenship behavior. This result is supported by social exchange theory. The support by organization makes employee to feel obliged and indebted towards organization. Through their commitment for other members of organization, they reciprocate same feelings. Where as appreciation of employees' effort by organization would make employees to act conditionally only for their in-role behavior which get rewarded. As the studies showed that intrinsic motivation to work reduces as employees extrinsically rewarded for their efforts that are interesting in themselves.

The variable of Organizational Support, namely Appreciation of Effort was found to be the positive predictor of dimension of OCB called *Concern for Organizational Resources*. The reason may be that Appreciation of Effort motivates employees' to get involve in their work and accomplishment of task effectively. For effective accomplishment of their in-role behavior, employees try to finish their work in minimum resources i.e. reducing cost of production. It makes them concern for saving organizational resources.

The variable of Organizational Support, namely Caring Attitude of Organization was found to be the positive predictor of dimension of OCB called *Organizational Pride*. As earlier noted, Caring Attitude of Organization is directly concern with the recognition and respect of employees' goals, values, opinion, and feeling of pride by organization for their task accomplishment. Thus Caring Attitude creates positive affect and motivation to involve in organizational functioning and greater commitment for organization as whole. Employees also reciprocate same feeling of Organizational Pride as organizations shows for them.

The variable of Organizational Support, namely Appreciation of Effort was found to be the negative predictor of dimension of OCB called *Work Mindedness*. The reason may be that Appreciation of Effort by organization sometimes reduces internal motivation to work. Employees work because of many reason as discussed by motivational theorist that it is not always essential that greater recognition would motivate employees for greater commitment towards their work. It may be logical to think that recognition can negatively affect Work Mindedness. Recognition is also kind of external motivation that may reduces the intrinsic motivation to work.

The variable of Organizational Support, namely Caring Attitude of Organization was found to be the positive predictor of dimension of OCB called *Civic Virtue*. The reason may be that Caring Attitude of Organization provides great motivation to get attach with organization and involve in Civic Virtue behavior for organizational welfare. The reason is simple that employees' receive compensation for their in-role behavior. However, when organization shows greater concern for their welfare than employees feels obligation and greater affective attachment to go beyond their in-role behavior by involving Civic Virtue behavior.

The variable of Organizational Support, namely Organizational Supportiveness was found to be the positive predictor of dimension of OCB called *Social and Functional Participation*. The reason may be that Organizational Supportiveness is concern with employees' problem and helping in their solutions. It makes employees' to participate in social and functional activities in interest of organization. Organizational Supportiveness increases greater commitment for organization to participate in social and functionally relevant activities without any expectation of rewards.

The two significant variables of Organizational Support, namely Caring Attitude of Organization was found to be positive predictor where as Appreciation of Effort was found to be the negative predictor of dimension of OCB called *Altruism*. The reason may be that altruistic behavior is voluntary behavior with intention to help others. Altruism is based on the internal motivation of helper. It is based on social norm and good will of helper. When employees' efforts were rewarded through Appreciation of Effort than it diminishes their motivation to help others. Caring Attitude of Organization creates positive affect and mood that motivates to think beyond their self-interest for welfare of others.

The variable of Organizational Support, namely Appreciation of Effort was found to be the positive predictor of dimension of OCB called *Sportsman Spirit*. The reason may be that Sportsman Spirit behavior is concern with bearing nuisances and problem at work place without making any complain. It may mean that Sportsman Spirit is concern to bear some negative incidents or lack of facilities. Appreciation of Effort provides recognition for their work and effort. It makes them to feel important and part of whole system. It shows the importance of recognition in comparison any materialistic rewards. As motivation theories shows that recognition is relatively permanent source of motivation to work. It makes them to have positive attitude about their work and organization. That makes them to bear problems and discomfort at work place easily.

The variable of Organizational Support, namely Caring Attitude of Organization was found to be the positive predictor of dimension of OCB called *Individual Initiative*. The reason may be that Caring Attitude of Organization



connects employees' effort with organizational goals. It makes them to think beyond in-hand task and to take initiative for more effective performance of job in interest of organization.

The overall result of regression analysis with OCB as criterion variables and organizational support as predictor showed that Caring Attitude of Organization was found positive predictor of Emotional Support, Organizational Pride, Civic Virtue, Altruism and Individual Initiative dimensions of OCB. Organizational Supportiveness was found positive predictor of Social and Functional Participation. Appreciation of Effort was found positive predictor of Concern for Organizational Resources, Work Mindedness, and Sportsman Spirit. Appreciation of Effort was also found to be a negative predictor of Emotional Support and Altruism.

The overall results showed that Organizational Structure and Organizational Support is important predictor of OCB. It may mean that Organizational Variables play important role in promoting and inhibiting the OCB.

The variable of violation of psychological contract, namely Pay and Promotion (Organization) was found the negative predictors of the dimension of OCB called *Work Mindedness*. The reason may be that employee enters the organization to fulfill their biological (hunger, safety security) and psychological needs (self-esteem and recognition). That was represented by Pay and Promotion dimension of psychological contract. The violations of the contract based on Pay and Promotion may create feeling of dissatisfaction and unhappiness. It may detach employees' to their work performance in terms of Work Mindedness citizenship behavior. It is better that organization might focus on the fulfillment of psychological contracts of Pay and Promotion for enhancing job performance in terms of Work Mindedness. Work Mindedness is also quite related with in-role behavior. An employee is recruited and selected in the organization for better pay and promotion, when he/she does not get expected pay and promotion then it reduces his/her overall commitment and satisfaction. That directly influences the involvement in OCB.

The variable of violation of psychological contract, namely Pay and Promotion (Organization) was found the negative predictors of the dimension of OCB called *Civic Virtue*. The same is true with the Civic Virtue citizenship behavior as Pay

and Promotion are basic motivators as need theorist has shown. It is very important to fulfill the Pay and Promotion need of employees' to get much out of them.

The variable of violation of psychological contract, namely Pay and Promotion (Organization) was found to be the positive predictors of the dimension of OCB called *Altruism*. The reason may be that Violation of Psychological Contract in terms of Pay and Promotion create negative mood state and feeling of unhappiness that may be eliminated by involvement into Altruistic Citizenship Behavior. These results are consistent with the Negative State Relief Model. Altruistic behavior is more based on personality disposition and social desirability motive.

The variable of violation of psychological contract, namely Pay and Promotion (Organization) was found the negative predictors of the dimension of OCB called *Individual Initiative*. The Violation of Psychological Contract in terms of Pay and Promotion discourage employees to take initiatives in favor of organization. It can inhibit the employees' initiative behavior to contribute for organizational growth.

The result showed that violation of psychological contract based on Pay and Promotion by the organization was found to be the negative predictor of Work Mindedness, Civic Virtue and Individual Initiative where as found negative predictor of Altruism dimensions of OCB.

Overall, it could be stated that organizational structure, organizational support, and violation of psychological contract were found to be the significant predictor of OCB. However, these organizational level variables had shown no significant relationship with self-management and emotional intelligence.

Although it may not show in so very apparent way in terms of the variables included in a study, but due to the individual specific characteristics of the organizational units, the variables may vary on an average across organizational units. The next research question is addressed to this concern, which is as follows

*Question 15. What are the mean differences on the different dimensions of organizationally relevant outcome variables as functions of organizational units?* (Please see p. 303 of the Results section for details of analysis). Schematically, this could be depicted as follows.

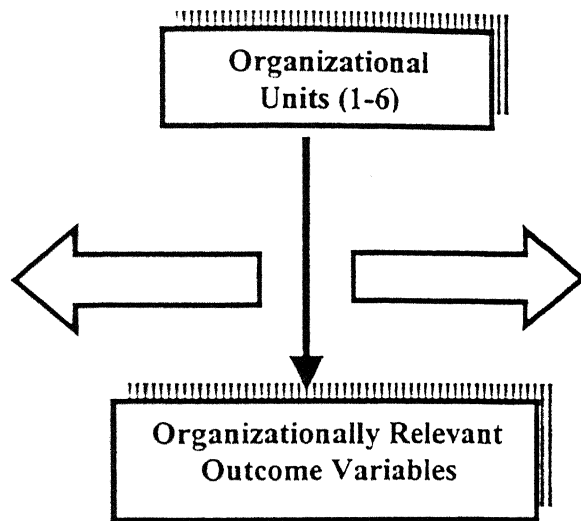


Figure 24. Showing the mean differences on the different dimensions of organizationally relevant outcome variables as functions of organizational units.

It may be recalled that the outcome variables were the following ones: *Personal Effectiveness, General Health, Turnover Intention, and Perceived Job mobility, Organizational Effectiveness, Organizational Productivity, Vertical Trust, Organizational Commitment, Career Orientation, Reputational Effectiveness, Work Recognition and Job Satisfaction*. In order to evaluate the actually significant mean differences Newman-Keuls Test was applied. The results showed that OU 2 and OU 6 were significantly higher than OU 4 in terms of their mean on *Botheration Free Existence* dimension of General Health. The reason might be that were OU 2 and OU 6 were highly productive and effective organization compare to OU 4. Researcher observed this fact and based on organizational members' report of respective organization. Both were small size organizations. Both have stable organizational conditions. Specifically OU 2 was found high on Self Efficacy dimensions of Self-management. It is likely that employees of OU 2 may have feeling of satisfaction and happiness that preclude in being negative about one's self. OU 6 was found high on Planning Practice dimension of self-management. It makes the employees of OU 6 more effective and efficient in terms of their work behavior. OU 6 was found high on

Formalization dimension of organizational structure. It may mean that employees have full knowledge of their role behavior that reduces the role conflict and role ambiguity. Further, it was also found that OU 6 was found high on Organizational Supportiveness and Appreciation of Effort dimension of organizational support. It may mean that employees of OU 6 may have higher degree of satisfaction. It was found in studies that support increases individual's self esteem, making less susceptible to the impact of stressors in their environment (Cohen & Wills, 1985; Fenlason & Beehr, 1994). Significant direct link was found between lack of social support and all of the strain variables, particularly job dissatisfaction. Planning Practice, Formalization, Appreciation of Effort and Organizational Supportiveness acts as a buffer against mental illness in OU 6. All jointly preclude negative mental health in OU 6. Where as OU 4 was going through the process of restructuring and reengineering that may cause fear and insecurity among the employees of OU 4. It may cause botherations in their life.

The results showed that OU 4 was significantly higher than OU 5, OU 6, OU 1, and OU 2 in terms of their means on *Turnover Intention*. Further, it also showed that OU 3 was perceived higher also on Turnover Intention than OU 5 and OU 6. The reason might be that OU 3 and OU 4 were part of same parent company. This company was facing a great trouble. It was going through a phase of drastic changes; traditional order of management was being replaced by a new ways of Japanese management. Layoff was going on in the organization, employees were seeking new jobs. Even in OU 4 employees were in excess amount, here they were working since last ten or more years, and they have had greater job security. New management was restructuring the organization by rationalizing the work force. That is because Turnover Intention was highest in OU 3 and OU 4 among all six organizational units. The results with Botheration Free Existence also showed that OU 3 was having greater botherations compare to other organizations. The employee's general health was negatively influenced by the process of organizational change. They were facing great strain in the organization. It might be possible that turnover may be a possible reason to remove the strain. When strain becomes unavoidable at work place than turnover may be a way to remove the stress and strain. Where as OU 5 and OU 6

were most productive and efficient organizations. People were happy and satisfied, and might be having lower level of Turnover Intentions.

The results showed that OU 3 was significantly higher than organizations OU 6 and OU 5 in terms of their means on *Perceived Job Mobility*. Further, it also showed that OU 4 was perceived higher than OU 6. The reason was same as discussed in relation to the Turnover Intention. The employees of OU 3 and OU 4 were dissatisfied due to their organizational changes. Even they were not getting enough salary, security and working conditions in their respective organizations. It was reasonable to them to look for other job by leaving present one. That is because Perceived Job Mobility was high in OU 3 and OU 4. In contrast, OU 5 and OU 6 were highly productive and efficient organizations. Employees of these organizations were more satisfied. Therefore, they have relatively lower Turnover Intention and Perceived Job Mobility.

The results showed that OU 5 and OU 6 were significantly higher than OU 4, OU 3, OU 1, and OU 2 in terms of their means on *Profit and Growth Related Organizational Effectiveness* dimension of Organizational Effectiveness. The results showed that OU 5 and OU 6 were significantly higher than OU 4, OU 1, OU 2, and OU 3 in terms of their means on *Resources Acquisition Related Organizational Effectiveness* dimension of Organizational Effectiveness. The results showed that OU 5 and OU 6 were significantly higher than OU 4, OU 3, OU 2, and OU 1 in terms of their means on *Perceived Overall Organizational Effectiveness* dimension of Organizational Effectiveness. The results showed that OU 5 and OU 6 were significantly higher than OU 4, OU 3, OU 1, and OU 2 in terms of their means on *Human Resources Acquisition Related Organizational Effectiveness* dimension of Organizational Effectiveness. Further, it was perceived that OU 2 was also perceived higher than OU 4 and OU 3. These results clearly indicated that OU 5 and OU 6 were high on overall organizational effectiveness. The reason may be that OU 5 and OU 6 were belonging to same owner and have slightly higher degree of Formalization that helps in clarifying the role behavior. In manufacturing firm high formalizations make productions process easy that may enhance effectiveness and productivity. It made the employees of both organizations productive and efficient. Similarly, employees of

OU 5 and OU 6 have had greater degree of Organizational Support as represented by Organizational Supportiveness and Appreciation of Effort. It made the employees of the organizations satisfied and happy. The market share of this organization was highest among all the two-wheeler companies in India. It was developing new models too. It has advanced modern management system; its collaborator was also best performing auto-manufacturing organization in the world. The overall system was much efficient and effective as indicated by their per day production rate. In compare to other companies, it was producing twice and thrice number of vehicles per day. OU 2 was also found higher in terms of Human Resources Acquisition Related Organizational Effectiveness. The reason was that it was traditionally well-managed small size company; it has great support from its parent company. It has no collaborator. The employees were having greater job security and good working conditions. It was likely possible those human resources were a great asset for them. OU 1, OU 3 and OU 4 were found low in terms of organizational effectiveness. The reason may be that these organizations were struggling for market share for their products and going through the drastic changes in terms of organizational structure. Both organizations were going through the process of retrenchment and lay off. Employees were dissatisfied, fearful, insecure and unhappy. It is possible that organizations were not getting full support from their employees; they have not been able to perform effectively. It shows the importance of human factor in organizations over machine, money and other physical factor. The result showed it is people that make difference. It were the people of OU 5 and OU 6 who were more committed and satisfied, having trust on their employer that made them to perform effectively. Human factor may a cause of organizational effectiveness especially when organizational change goes on.

The results showed that OU 6 was significantly higher than OU 4, OU 2, OU 3, and OU 1 in terms of their means on *Organizational Productivity*. Further, it was perceived that OU 2, OU 1, and OU 5 were also perceived highly productive than OU 4. The result showed that OU 6 was most productive organization. The reason was clear that OU 6 was found high on Planning Practice, Formalization, Appreciation of Effort and Organizational Supportiveness. This organization was relatively new and

equipped with all kinds of modern facilities, machines, equipments and having good infrastructure. Employees were highly committed and satisfied. That is because the organization was most effective. Further, OU 2, OU 1 and OU 5 were also found productive. The reason may be that OU 5 was the parent company of OU 6; it has same kind of infrastructure and facilities. OU 2 and OU 1 were both uncollaborated organizations. Both have specialization in specific products. Some time back, both have performed well in their respective products. OU 1 was quite big in size and producing a good quantity of vehicles. OU 4 was worst in terms of productivity. The reason was that this organization was restructuring itself. There was an environment of uncertainty and chaos. People were dissatisfied. Therefore, their productivity was low.

The results showed that OU 6 and OU 5 were significantly higher than OU 4 in terms of their means on *Organizational Attraction* dimension of organizational commitment. Apparently, this indicated that Organizational Attraction was perceived significantly higher in OU 6 and OU 5 than OU 4. The reason was clear that OU 6 and OU 5 were obviously more productive and effective organization with good market share and giving good salary, fringe and benefits in compare to other organizations in the sample. Overall, organizational conditions of OU 6 and OU 5 were more conducive and enriched. It may mean that members of the OU 6 and OU 5 might be affectively committed to their organization.

The results showed that OU 6 and O5 were significantly higher than OU 4, OU 1, and OU 3 in terms of their means on *Vertical Trust*. Further, it was perceived that OU 2 was also perceived higher than OU 4 and OU 3. As discussed earlier, OU 6 and OU 5 were having good organizational conditions, cooperative and team effort was prominent. It was possible that employees may have trust on their employer in completing their job. OU 2 is a traditionally well-managed organization. It had good work culture and values of helping others, as researchers experienced relatively greater support of the employer and employee during the data collection in compare to other organizations in sample. The employees of OU 2 were high on Self-Efficacy dimension of self-management. It was quite possible that efficient people develop trust toward their employer because of greater security. Based on this discussion, it

may be argued that Trust is an inevitable part of organizational management whether organization is collaborated or uncollaborated, traditionally managed or has way of modern management. The principle of trust is equally applicable and found beneficial to all.

The results showed that OU 6 was significantly higher than OU 1, OU 4, OU 3 and OU 2 in terms of their means on *Work Recognition*. The reason might be that OU 6 was found high on organizational support as represented by the dimensions of Appreciation of Effort and Organizational Supportiveness. It may mean that OU 6 has greater recognition of efforts and the work done by employees in favor of organization. OU 6 has better organizational support system for their employees and work recognition may also be the part of the organizational support. It is reciprocal relation between the OU 6 and its employees. OU 6 was more supportive and employees were more cooperative and committed to their organization.

The results showed that OU 6 and OU 5 were significantly higher than OU 4, OU 1, OU 3 and OU 2 in terms of their means on *Job Satisfaction*. Further, it was perceived that OU 2 and OU 3 were also perceived higher than OU 4. As mentioned earlier OU 6 and OU 5 were highly productive and efficient organization. Even OU 6 has good support system. It is most likely the employees would be more satisfied with their job and work. OU 2 was also high on Job Satisfaction scale; the reason may be that its work culture and values appeared favorable to employees. The members were helping and cooperative with others. OU 3 may have slightly different reasons because OU 3 was oldest plant in the field of two wheelers. Employees were working there since last more than ten years. It has restructured itself earlier in the beginning, hierarchy was reduced, and participation was increased. The employees perceived high on Self Efficacy dimension of self-management. The fact is that the reason of being satisfied with the organization may be more personal than organizational.

One of the “structural” variables that were included in the study was International Collaborative versus Non-collaborative status of the organizations in the sample. With the resurgence of high technology and globalization of business, the organizations with the collaborative status are supposed to be in a better position in terms of various effectiveness parameters. Considering this, it was considered



important to see how the collaborative status “affects” the variables in the study. This prompted the next research question.

*Question 16. How the various outcome variables differ on an average, across the factors of international collaborative venture status, and organizational size?* (Please see p. 312 of the Results section for details of analysis). Schematically, this could be depicted as follows.

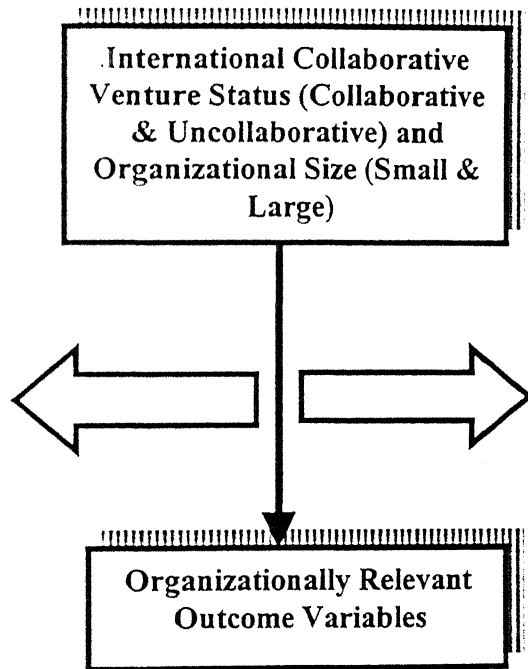


Figure 25. Showing the mean differences on the various outcome variables as function of international collaborative venture status and organizational size.

As mentioned earlier also The outcome variables were the following ones: *Personal Effectiveness, General Health, Turnover Intention, and Perceived Job mobility, Organizational Effectiveness, Organizational Productivity, Vertical Trust, Organizational Commitment, Career Orientation, Reputational Effectiveness, Work Recognition and Job Satisfaction.*

It may be reiterated that several nominal or categorical variables were included in this research. They were International Collaborative Venture Status

(Collaborative and Uncollaborative Organizations), Organizational Size (Small and Large), Organizations (1-4), and Organizational Units (1-6). It was considered to be matter of interest to examine the variations means of other variables in the study across these nominal variables. Consequently, the analyses were made with the factors, namely International Collaborative Venture Status (Collaborative and Uncollaborative Organization) and Organizational Size (Small and Large) taking all the outcome variables as the dependent measures. The ANOVA results for all of these dependent measures showed that either the main effects of International Collaborative Venture Status and Organizational Size or the interaction effect with International Collaborative Venture Status and Organizational Size turned out to be significant.

It was conjectured that the average general health would vary as a function of the interactive effects of the International Collaborative Venture Status (ICVS) and Organizational Size (OSZ). Consequently a two-way analysis of variance with ICVS x OSZ (2 x 2) was calculated for the *Sense of Accomplishment and Contribution* dimension of General Health. The results showed that both the main effects were non-significant. However, the interaction effect was significant. It may mean that ICVS and OSZ do not have any significant effect, but their interaction produce significant results. The internal mean comparison for the interaction mean showed that the uncollaborated smaller organizations was higher on the mean of Sense of Accomplishment and Contribution dimension of General Health, compare to uncollaborated large organization. Specifically O 2 may be regarded as better compare to O 1. With respect to the average score on Sense of Accomplishment and Contribution (a) small organization are significantly different from large organizations, (b) uncollaborated organizations are not significantly different from collaborated organizations. The small and uncollaborated organizations showed the highest magnitude of average Sense of Accomplishment and Contribution compared to those organizations that were uncollaborated but large in size. The result might be indicative of the fact that in uncollaborated organization people feel proud of their Sense of Accomplishment and Contribution, perhaps because whatever accomplishment they have had and contribution they have been able to make, has been solely due to the inputs that one may easily obtained through some foreign

collaborations and build on to that. However, when the organization is large in size, the size become a too much of a burden to be taken care of on the basis of internal strengths only in the modern times of international standard and competition. Perhaps whatever internal resources are there gets usurped in catering to the sheer number of employees that an organization has to look after. Also in a very large system, the SAC may be swamped by the lower structure and greater uncertainties. One implication is to think of keeping the organizational size small if it is an uncollaborated venture, if Sense of Accomplishment and Contribution appears to be desirable for any purpose. It means that size has important influence on the general health of employees. Size increases the complexity, formalization and specialization. This kind of structure creates uncertainties and misunderstanding in performing one's the roles and responsibility. In small organization, everybody understands his role behavior. It may mean that role clarification produce internal strength of the people through greater Sense of Accomplishment and Contribution. That is because an employee clearly knows what is expected to him, how to perform his role. It may mean that when roles are clear to employees they may probably develop positive mental health.

It was conjectured that the average general health would vary as a function of the interactive effects of the International Collaborative Venture Status (ICVS) and Organizational Size (OSZ). Consequently a two-way analysis of variance with ICVS x OSZ (2 x 2) was calculated for the *Botheration Free Existence* dimension of General Health. The results showed that both the main effects were non-significant. However, the interaction effect was significant. The internal mean comparison showed non-significant results. The reason may be that ICVS and size may have important relationship. Generally, merger, collaboration or alliances occur, when a native organization want to increase his internal strength. Result showed that interaction of size and nature of alliances produce significant positive impact in precluding negative mental health. However, no organization was significantly different in terms of *Botheration Free Existence*.

It was conjectured that the *Turnover Intention* would vary as a function of the interactive effects of the International Collaborative Venture Status (ICVS) and

Organizational Size (OSZ). Consequently, a two-way analysis of variance with ICVS x OSZ (2 x 2) was calculated for the Turnover Intention. The results showed that both the main effects were non-significant. However, the interaction effect was significant. The internal mean comparison for the interaction mean showed that the Collaborated Large organization was higher on the mean of Turnover Intention, compare to Uncollaborated Large organization. Specifically O 4 may be regarded as poorer compare to O 1. The reason may be that collaborated large organizations have to comply with a new set of work values and culture of its collaborator. For example, O 4 has collaboration with a Japanese automobile-manufacturing firm. Japanese work values are significantly different from the Indian work values. O 4 has been going through the process of restructuring and reengineering. The share of the collaborator in ownership has increased significantly. The organization has been following a new set of work rules. They were rationalizing its work force. The employees were working in O 4 since last more than ten years. Now they have been being terminated. In comparison, O 1 is also a large organization but it was uncollaborated. Traditionally Indian manufacturing organizations always have had excess amount of work force. When they collaborated with foreign multinationals, work force has been reduced tremendously. This situation creates the enhancement in Turnover Intention of employees.

It was conjectured that the *Perceived Job Mobility* would vary as a function of the interactive effects of the International Collaborative Venture Status (ICVS) and Organizational Size (OSZ). Consequently, a two-way analysis of variance with ICVS x OSZ (2 x 2) was calculated for the Turnover Intention. The results showed that both the main effects were non-significant. However, the interaction effect was significant. The internal mean comparison for the interaction mean showed that the Collaborated Large organizations was higher on the mean of Perceived Job Mobility compare to Collaborated Small and Uncollaborated Large organization. Specifically O 4 may be regarded as poorest compare to O 4, O 5, O6 and O 1. The reason was discussed earlier that collaborator reduces excess amount of work force in native organization. Uncollaborated Large organizations have their own values and culture, and still have large size without influenced by any foreign firms. Collaborated Small organization

has already been rationalized in terms of the size. Overall, result showed it is the Uncollaborated Large organizations that may be susceptible for work force reduction. These multinationals firms believe in higher productivity at minimum cost. It is possible that employees in Collaborated Large organizations will look for further job by leaving the present one due to the increasing insecurity.

It was conjectured that the *Organizational Effectiveness* would vary as a function of the interactive effects of the International Collaborative Venture Status (ICVS) and Organizational Size (OSZ). Consequently a two-way analysis of variance with ICVS x OSZ (2 x 2) was calculated for the Profit and Growth related Organizational Effectiveness dimension of Organizational Effectiveness. The results showed that both the main effects and the interaction effect were significant. The internal mean comparison for the interaction mean showed that the Collaborated Smaller organization was higher on the mean of Profit and Growth related Organizational Effectiveness dimension of Organizational Effectiveness, compare to Collaborated Large, Uncollaborated Large and Uncollaborated Small organization. Specifically, O 4, O 5 and O 6 may be regarded more effective than O 3, O 2 and O 1. Consequently, a two-way analysis of variance with ICVS x OSZ (2 x 2) was calculated for the Perceived Overall Organizational Effectiveness dimension of Organizational Effectiveness. The results showed that both the main effects and the interaction effect were significant. The internal mean comparison for the interaction mean showed that the Collaborated Small organization was higher on the mean of Perceived Overall Organizational Effectiveness dimension of Organizational Effectiveness compare to Collaborated Large, Uncollaborated Small and Uncollaborated Large organization. Specifically, O 4, O 5 and O 6 may be regarded more effective than O 3, O 1 and O 2. A two-way analysis of variance with ICVS x OSZ (2 x 2) was calculated for the Human Resources Acquisition related Organizational Effectiveness dimension of Organizational Effectiveness. The results showed that the main effect of Organizational Size and the interaction effect were significant. The internal mean comparison for the interaction mean showed that the Collaborated Smaller organization was higher on the mean of Human Resources Acquisition related Organizational Effectiveness dimension of Organizational

Effectiveness, compare to Collaborated Large, Uncollaborated Large and Uncollaborated Small organization. Specifically, O 4, O 5 and O 6 may be regarded more effective than O 3, O 2 and O 1.

Overall, these results showed that Collaborated Small organizations were highly effective. These results were quite interesting from the organizational effectiveness point of view. The result clearly shows that profit and growth, and human resources acquisition was higher in Collaborated Small organizations. The reason may be that collaborated small organizations have modern means of management. They always seek new ways of work force reduction, adopting new technology, developing new models etc. to improve their production and to reduce their cost. It is likely possible that growth and profit might be high in collaborated small organization. In comparison, collaborated large and uncollaborated small and uncollaborated large organizations were not effective. This may be due to the lack of modern rational means of productivity. The result showed that human resources acquisition was also high in small collaborated organizations. The reason may be that small collaborated organizations were found productive and effective. They always require skilled and good quality human resource. They used to recruit and select best people. Overall, the Collaborated Small organizations were effective as perceived the organizational members. A question is somewhat related to the previous concern, and focusing upon the three thrust variables in the study was the following.

*Question 17 How Collaborative and Uncollaborative organizations are different on the basis of self-management perceptions and practices, emotional intelligence, and organizational citizenship behavior?* (Please see p. 322 of the Results section for details of analysis). Schematically, this could be depicted as follows

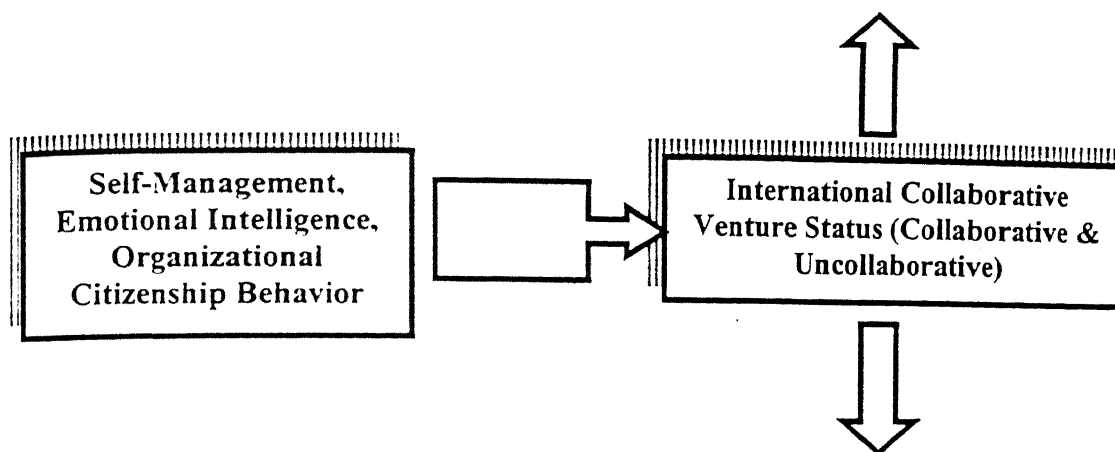


Figure 26. Showing the discrimination between collaborative and uncollaborative organizations as function of self-management perceptions and practices, emotional intelligence, and organizational citizenship behavior.

A multiple discriminant analysis was done for the purpose with the dimensions of self-management, emotional intelligence, and OCB as discriminating variable and collaborative and uncollaborative status as the criterion. Results could be interpreted to mean that the uncollaborated organizations would have more *Planning Practice, Conservation of Time, Work Mindedness, Social and Functional Participation, and Sportsman Spirit*. By contrast the collaborated organizations could be thought of as relatively high on *Supervisory Performance Feedback Perception, Self-Knowledge of Performance, and Generalized Compliance*. Considering that the other results had indicated that the collaborated organizations were showing better performance, the results of discriminant analysis indicated that the Supervisory Performance Feedback Perception, Self-Knowledge of Performance dimensions of self-management, and Generalized Compliance dimension of OCB could be found in greater proportion in the collaborated organizations. The results of discriminant analysis showed that on the one hand, OCB was more prominent in the uncollaborated organizations except Planning Practice dimension of self-management all dimensions were belonging to OCB. On the other hand, self-management behavior

was prominent in collaborated organizations as only one dimension of OCB Generalized Compliance was present there. The reason may be that uncollaborated organizations are lacking competitive work culture. They are still traditional in their work culture and value system. People are helping and more generous. In uncollaborated organizations people were working since last ten or more years. They have less job mobility. Their home were in the same city, and do not want to move in other places because of family reasons. The uncollaborated organizations are facing challenges from the highly competitive collaborated organizations to achieve some place in the market. Employees were involved in Social and Functional Participation and Sportsman Spirit behavior to show their more concern and attachment. Therefore, they can stay longer in the organization. They also adopt strategy of Planning Practice to fulfill their daily goals at work place. The other reason may be that employees of these organizations are self-motivated and have intrinsic motivation to work. That is why they are more involved in OCB than self-management. These uncollaborated organizations are having slightly rural touch where work is respected. The employee's functions in favor of these organizations.

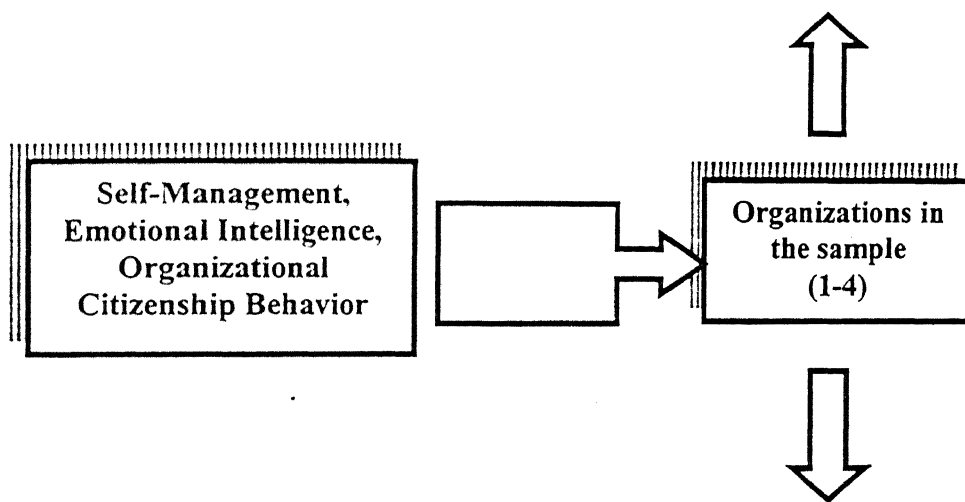
Collaborated organizations are more professional in nature, they are more competitive and outcome oriented. Hence, people have lesser degree of commitment and respect for their work. They are more motivated by extrinsic factors and incentives at work place. Collaborated organizations were more prompt to retrenchment and restructuring processes. That is because the self-management perceptions and practices as represented by Supervisory Performance Feedback Perception and Self-Knowledge of Performance were more prominent than OCB. Only generalized Compliance was observed as form of citizenship behavior in collaborated organizations. Even the Generalized Compliance is not as true form of OCB, it is more or less governed by patriarchic social values of these Japanese firms. It can be argued that collaborated and uncollaborated organizations were different on the basis of OCB and self-management. OCB was more prominent in the uncollaborated organizations where as collaborated organizations were prominent in the self-management behavior. However, no difference was found between



collaborated and uncollaborated organization based on the concept of emotional intelligence.

A related issue of concern was how the organizations in the sample can be discriminated in terms of the three thrust variables. This led to the next research question

*Question 18. How organizations in the sample, might be discriminated from one another are different based on self-management perceptions and practices, emotional intelligence, and organizational citizenship behavior? (Please see p. 324 of the Results section for details of analysis). Schematically, this could be depicted as follows.*



*Figure 27. Showing the discrimination among organizations in the sample, based on self-management perceptions and practices, emotional intelligence, and organizational citizenship behavior.*

One of the concerns of present research was to identify the dimensions pertaining to the self-management, emotional intelligence, and OCB that could significantly discriminate between the organizations in sample. A perusal of the SDF coefficient revealed that the function of the nature that was dominated by the *Assertiveness and Positive Self Concept, Concern for Organizational Resources, Individual Initiative, Self-Knowledge of Performance, Self-Efficacy Perception, and Access and Catch Up practices*. The function could be considered as relatively low or

lacking in *Controlled Problem Solving, Social and Functional Participation, Organizational Pride and Planning Practice*. The function was related to group 3 in a relatively high manner. Results could be interpreted to mean that the organization 3 would have more Assertiveness and Positive Self Concept, Concern for Organizational Resources, Individual Initiative, Self-Knowledge of Performance, Self-Efficacy Perception, and Access and Catch up Practices. By contrast the organization 4 could be thought of as relatively high on Controlled Problem Solving, Social and Functional Participation, Organizational Pride and Planning Practice. The reason may be that Assertiveness and Positive Self Concept dimension of emotional intelligence refers to feeling of confidence and ability of expression. The O 3 was going through a period of retrenchment, reengineering and restructuring. There was a change in terms of share between the parent company and its collaborator. It was facing challenges and competition from its competitor. It might be possible that employees were getting more assertive with positive self-concept, so they can get maximum benefits of the negative impact on their life. The Concern for Organizational Resources dimension of OCB was also high in O 3. The reason may be that employee may engage in OCB to manage their positive impression on their employer in the adverse conditions of lay off. That is because employees of O 3 were working in that organization since last ten or more years. Therefore, they could maintain their status quo in spite of the retrenchment. It was difficult for them to lose the job in the present work scenario of recession and slow down. They were more involved in Individual Initiative citizenship behavior to prove their worth for the organization. It may mean that negative environmental conditions may also be a contributing force for OCB. Employees wish to show their greater commitment and attachment to the present organization. The reason is similar to Negative State Relief Model of Cialdini and Colleagues (1982). In spite of negative mental state of employees of O 3, they were trying to show their concerns and attachment to the organization with whom they worked for such a long period. The dimensions of self-management perceptions and practices, namely Self Knowledge of Perception, Self-Efficacy Perception, Access and Catch up practices were also found in O 3. The reason might be that the share in the ownership had shifted from the parent company

to its Japanese collaborator, who was more competitive and effective in their work culture. It is likely possible those employees of O 3 have to manage their work behavior to be more productive and competitive according to expectations of the new owner. That is why they were getting involved in Self-Knowledge of Performance, and Access and Catch up Practices to make their performance up to the mark. Since they have a long attachment to the organization, it might be possible they have Self-Efficacy Perception due to their experience and training in the same company. Overall, it can be argued that employees were involved in OCB and self-management behavior even in the adverse organizational conditions to secure their interest and position in the organization. It might be argued that adverse organizational conditions may motivate employees to show their greater concern and involvement in citizenship behavior. It would be difficult to say that citizenship behavior is done by true citizenship motive or to manage their positive impression. Therefore, they could retain their membership and position in the organizations.

The SDF coefficients also showed that O 4 was high on *Controlled Problem Solving, Social and Functional Participation, Organizational Pride and Planning Practice*. The Controlled Problem Solving dimension of emotional intelligence is related with the capacity of solving problems without affecting by one's negative emotions. This capacity was high in the employees of O 4 because O 4 was performing well in the market. It has largest market share in its area. It was producing highest number of quality four-stroke bikes. The productivity and effectiveness was much higher from its competitors. The reason may be that they are high on emotional intelligence in terms of Controlled Problem Solving and Planning Practice dimension of self-management. That is because employees were also involved in Social and Functional Participation at organizational level. Moreover, they might be having the feeling of Organizational Pride due to its good performance in the market. The good organizational performance of O 4 was a major reason behind the Organizational Pride citizenship behavior. O 4 employees have had greater participation at social and functional level also. The reason was that O 4 was an effective company in terms of productivity and profit.

A perusal of the SDF coefficient of second function revealed that the function of the nature that was dominated by the *Social and Functional Participation, Organizational Pride, and Conservation of Time*. The function could be considered as relatively low or lacking in *Self-Performance Perception, Access and Control Practices, and Generalized Compliance*. The function was related to group 2 in a relatively highly manner. Results could be interpreted to mean that the Organization 2 would have more *Social and Functional Participation, Organizational Pride, and Conservation of Time*. By contrasts, the organization 3 could be thought of as relatively high on *Self-Performance Perception, Access and Control Practices, and Generalized Compliance*. There is clear indication that O 2 was high on OCB where as O 3 was high on self-management behavior. The reason might be that O 2 was a traditional type of organization and employees were also quite simple in their appearance and behavior. At the same time, it was small, productive and effective organization. This organization has won the first prize in exporting the small size two wheelers few years back. Employees were also more helping and genuine in compare to other organization as experienced by the researcher during data collection. It might be possible that they were spontaneously involved in citizenship behavior as represented by the *Social and Functional Participation, Organizational Pride, Conservation of Time* dimensions of OCB. In contrast, employees of O 3 were more involved in self-management behavior as represented by *Self-Performance Perception* and *Access and Catch up Practice* dimensions and *Generalized Compliance* dimension of OCB. The reason may be that as discussed earlier that O 3 has to come out with its low market share and low productivity. It was laying off the excess employees. Therefore, employees may be afraid and trying to fulfill the expectations of the company by being more self managed and efficient. O 3 was also high on *Generalized Compliance*; the reason may be that it has collaboration with a Japanese firm. Japanese nurture patriarchal work culture. Employees might be involved in *Generalized Compliance* behavior not for true citizenship behavior purpose rather for impression management.

A perusal of the SDF coefficient of third function revealed that the function of the nature that was dominated by the *Work Mindedness, Conservation of Time,*

Sportsman Spirit, and Planning Practice. The function could be considered as relatively low or lacking in Individual Initiative, Civic Virtue, and Organizational Pride. The function was related to group 1 in a relatively highly manner. Results could be interpreted to mean that the organization 1 would have more *Work Mindedness, Conservation of Time, Sportsman Spirit and Planning Practice*. By contrasts, the organization 4 could be thought of as relatively high on *Individual Initiative, Civic Virtue, and Organizational Pride*. The result clearly showed that O 1 and O 4 both were high on different dimensions of OCB. However, the underlying reasons were significantly different for both organizations. O 1 was traditionally managed with more hierarchical levels. The employer is having very flexible recruitment, selection, and termination policy according to its own feasibility. Recently, it entered the motorcycle-manufacturing field due to lower demand of scooters in Indian market. Similar to O 3, O 1 was also going through a phase of restructuring and reengineering for different reasons. It is shifting from one product to another in the same plant (Scooter manufacturing to motorcycle manufacturing). O 1 required employees with experience in motor cycle manufacturing firms. It was difficult for employees to keep their job secure. It might be possible that they involved in OCB as represented by Work Mindedness, Conservation of Time, and Sportsman Spirit. They have to go for extra role citizenship behavior to prove their worth and performance. The motive may be to keep their job secure. It can be argued that employees might be involved in OCB due to insecurity and fear of losing the job. It might be possible employees of O 1 were getting more work minded, tolerant to nuisances and saving time. The reason may be that O 1 was involved in citizenship behavior due to impression management, or momentary safeguard of their personal interest. Literature has emphasized only positive factor behind OCB. The result of present work has emphasized that negative organizational conditions might also produce OCB with different purpose and reasons. O 1 was also high on Planning Practice; the reason may be that O 1 was making diversification as per environmental conditions. It may be possible that employees were more involving in Planning Practice behavior. O 4 was also high on OCB as represented by the dimensions of Individual Initiative, Civic Virtue and Organizational Pride. As mentioned above, O 4

is best in terms of productivity and effectiveness. It is having largest market share in two wheelers. Employees have greater support and appreciation from the organization. It is reasonable to think that employee may feel more attached and committed to the organization. The manifestation of the commitment and attachment may appear in terms of OCB. Employees were having feeling of Organizational Pride and involve in Civic Virtue and Initiative behavior to support the organization.

The above results are very important from the discriminating point of view between the organizations. One important thing can be concluded out of this discussion that some time poor organizational conditions may also produce citizenship behavior. While good and committed employees want to prove their worth. OCB may be a way of showing their performance. It would not always be necessary that poor organizational conditions produce OCB. There may be two kinds of people who involve in OCB with different reasons. First, committed and true citizen of organizations gets more involved in organizational affair during bad time of organizations. Second, some employees just involve in citizenship behavior to maintain their positive impression. They may have fear of loosing job, or lay off.

The next concern was to see the mean differences on the three thrust variables as a function of the differences in the six organizational units in the sample of the study. Consequently the corresponding research question was the following.

*Question 19. What are the mean differences on the different dimensions of self-management perception and practice, emotional intelligence, and organizational citizenship behavior as functions of organizational units?* (Please see p. 328, of the Results section for details of analysis). Schematically, this could be depicted as follows.

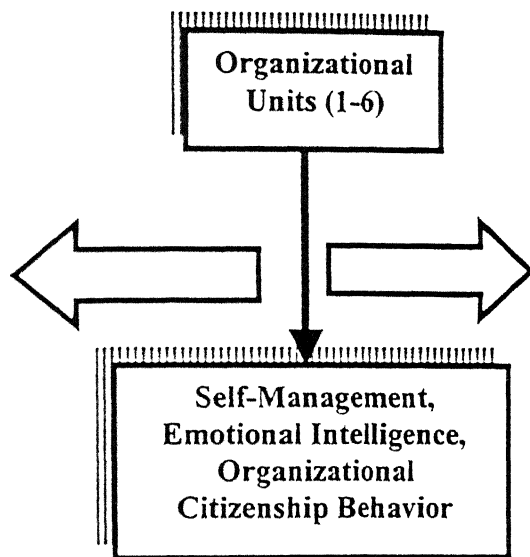


Figure 28. Showing the mean differences on self-management perceptions and practices, emotional intelligence, and organizational citizenship behavior as functions of organizational units.

In order to see the mean differences for the dimensions of OCB as a function of the differences between the individual plants of organizations, a multivariate analysis of variance was computed with the six plants as the independent and the nineteen dimensions as the dependent measures. The results showed that overall multivariate test of significance ( $S = 5$ ,  $M = 6$ ,  $N = 112 \frac{1}{2}$ ) was significant. However, the subsequent univariate analysis of variance revealed that only two out of the possible eleven possible ANOVA for the dependent measures turned out to be significant, namely Organizational Pride ( $F_{(5,244)} = 2.29$ ,  $p \leq .05$ ) and Individual Initiative ( $F_{(5,244)} = 2.33$ ,  $p \leq .00$ ) dimensions of OCB. In order to evaluate the actually significant mean differences, Newman-Keuls Test was applied. The results showed that organizations were not significantly different in terms of their means on different dimensions of OCB.

The results showed that OU 6 and OU 1 were significantly higher than OU 3 in terms of their mean on *Planning Practice* dimension of self-management. OU 6

was highly productive and effective organization. It has highest market share. It is reasonable to think that employees of the organizations might be good at Planning Practice dimension of self-management. To match the organizational demands, employees have to set regular short terms and long-term goals to achieve. Therefore, they can plan their activities before starting the work. OU 1 was also found high on Planning practices dimension of Self-management may be because of different reasons. OU 1 was traditionally managed with long hierarchy. There was greater job insecurity in the organization. Employees were laid off in large number. There was a fear and dissatisfaction about the job. Any time they can be terminated. It was likely possible those employees were managing their behavior and so they could achieve their targets at job through better Planning Practice. In result, they could be able to sustain in the organization.

The results showed that OU 3 and OU 2 were significantly higher than OU 6 in terms of their means on *Self-Efficacy* dimension of self-management. OU 3 and OU 2 were high on Self Efficacy dimension of self-management with different reasons. Both the organizations were quite different. OU 3 has modern management with its Japanese collaborator, it has relatively low market share in its field. OU 2 was traditionally managed and it is an uncollaborated organization. It has good market share for its product. It might be possible that OU 3 employees have high Self-Efficacy Perception because they have to compete for enlarging market share and to gain a place for themselves. OU 2 employees were already performing well. It may mean that they think well about their capacities and skills. OU 2 was exporting its product in a good quantity. It may means that Self-Efficacy Perception may be a mean to compete with market competition for the employees of OU 3. And OU 2 employees were performing well because they perceived themselves as efficient employees.

Overall it has been observed that OU 6 and OU 1 were high on Planning Practice where as OU 2 and OU 3 was high on Self-Efficacy Perception. It can be seen that in each combination one was collaborated and has modern management system, and other was uncollaborated with traditional management. The reason may be that self-management is individual skill that is less influenced by the



organizational conditions. Employees of any organizations may be self-managed on certain dimensions depending on the requirement and demand of that particular organization. The result shows that Planning Practice is an equally important dimension of self-management for modern and traditional, and collaborated and uncollaborated organizations. It is obvious that self-management has positive impact on the outcome level variables. Same is true about the Self Efficacy perception. The organizational parameter makes no difference on the perception of self-efficacy. Organizations are benefited by the employees perception of Self Efficacy whether they are collaborated or uncollaborated, traditionally managed or has modern management system. It is clear that Self Efficacy and Planning Practice were found important dimension for organizations.

No difference was found among different organizational units based on emotional intelligence and OCB.

Apart from the three thrust variable in the study, the three others variables that are not very common to be included in the process oriented OB research were considered for their variation on an average as a function of the variations in the organizational units in the study sample. The corresponding research question was the following.

*Question 20. What are the mean differences on the different dimensions of violations of psychological contract, organizational support, and organizational structure as functions of organizational units? Please see p. 332, of the Results section for details of analysis). Schematically, this could be depicted as follows.*



reason may be that prosperous organizations do not care much about maintaining their contract with employees. It is just like the case of prosperous and rich people who neglect social norms for their benefits. It is because of that effective people or organizations were liked by others. In spite of what they do and how they do? Effectiveness of the organization acts as motivator of the violations of psychological contract. OU 1 was also found high on violation of psychological contract on issues of Employee Development. The reason may be that OU 1 was relatively less democratic and traditionally managed. Here, employees' welfare is less focused issues. The top management might think Employee development as costly and wastage of money. Employees' expectations have not been fulfilled by the organization.

The results showed that OU 6, OU 5, and OU 1 were significantly higher than OU 3, OU 4 and OU 2 in terms of their means on *Pay and Promotion (by organization)* dimension of violation of psychological contract. Three reasons were discussed earlier about the violation of psychological contract in effective organizations. Some other reasons may be as follows. First, OU 6 and OU 5 have better system and formalization. Therefore, violations of Pay and Promotion are possible. Second, Prosperous organization do not care much about the norm violations. Third, Effectiveness and productivity acts as negative source of motivation to violate the employment contract. The case of OU 1 was different which was not much effective and productive but showed the violation of psychological contract. The reason was based on the few observation of the researcher during the data collection. OU 1 has different kind of management, where people were neglected and have little participation in organizational policy and activities. Researcher observed that OU 1 has launched the voluntary retirement scheme without the consent of their employees. Employees were laid off in large quantity. It may mean that violation of psychological contract in OU 1 was because of the negligence of people's soft skill. This organization has little concern for people. In researcher opinion the employees of the OU 1 was highly dissatisfied and want to leave the organization, as they would find a good job opportunity. Overall, in OU 1 the working conditions were not

supportive and conducive for employees. That may be because of violation of employment contract.

The results showed that OU 5 and OU 6 were significantly higher than OU 4, OU 2, OU 1 and OU 3 in terms of their means on *Pay, Promotion and Security (by Employees)* dimension of violation of psychological contract. The employees of OU 5 and OU 6 did not perform their responsibilities in terms of Pay, Promotion and Security. One reason may be that OU 5 and OU 6 in itself did not perform their responsibilities in terms of Pay and Promotion, in reciprocation employees of OU 5 and OU 6 also violated the employment contract.

The results showed that OU 6 and OU 5 were significantly higher than OU 4 and OU 1 in terms of their means on *Organizational Supportiveness* dimension of Organizational Support. Further, it was also perceived that OU 6 was also higher than OU 3. The reason might be that employees of the OU 6 and OU 5 are affectively committed to their organizations and employees have trust on employer as result showed earlier. In reciprocation, OU 5 and OU 6 were supportive for their employees. They were providing conducive environment for their employee that enhanced the satisfaction, commitment and trust among employees.

The results showed that OU 6 was significantly higher than OU 4, OU 3, OU 1, and OU 2 in terms of their means on *Appreciation of Effort* dimension of Organizational Support. Further, it was also perceived that OU 5 was also higher than OU 4. The earlier result showed that OU 6 and OU 5 were highly effective and productive organization. Overall both organizations were performing well. To show their gratitude towards their employees, both organizations appreciate their effort and contribution for organizational goals. One thing was important that effective organizations appreciate employee's effort. They do not just focus on outcome or results.

The results showed that OU 6 was significantly higher than OU 2, OU 1, OU 4, and OU 5 in terms of their means on *Formalization* dimension of Organizational Structure. Further, it was also perceived that OU 3 was also higher than OU 2 and OU 1. There is one great similarity between OU 6 and OU 3. Both have collaboration with Japanese companies. It is likely possible due to the impact of their collaborator

they have to formalize and codify the job for higher productivity. As Japanese, have relatively tough norms of productions. Both organizations were in tough competition with each other. Both were manufacturing bikes. OU 3 was specialized in two-stroke where as OU 6 was specialized in four stroke. Formalization may be a factor, which both organizations consider important for their greater productivity and effectiveness.

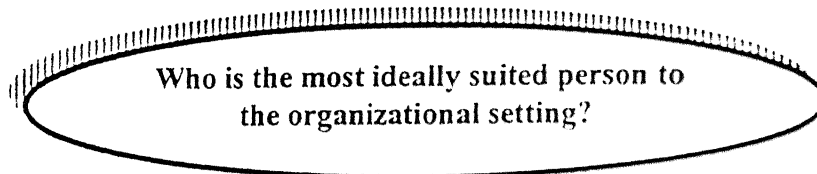
Overall results give a general impression that OU 5 and OU 6 were significantly different in terms of violation of psychological contract, organizational support and organizational structure.

As in apparent by now the research and analytical approach in the present research has been quantitative and statistical toward the end of data collection endeavor, some information were collected that required qualitative evaluation. This part of the discussion pertains to the insights based on such qualitative data.

### **Qualitative Analysis of Organizational Citizenship Behavior**

The work started with a concern for the understanding of the OCBs and their various ramifications in the context of work organizational dynamics. The work was based upon the existing literature and the insight gathered during the pre-pilot and pilot runs of the study whereby a structured questionnaire was involved, which served as the primary tool for collection of data or information. However, during the course of actual execution of the research endeavor, it was felt that there may still be left a "residual", which might not have been taken care by the structured measure of OCB. The insights available with the fraternity of the survey research worker and literature on research methods do suggest the desirability of the augmenting the structured data with the so called qualitative data in order to enrich the understanding and treatment of the subject matter of any viable research projects. Based on this notion the investigator ventured to collect the additional information through the relatively unstructured interview with the respondents with a view to comprehend as to what according to the respondents in the sample should ideally be the attributes of a most desirable kind of an organizational citizen, that there could be in the setting to which respondents belonged. Consequently, each respondent was asked a question a basic theme of which was as follows;

***Question 21.** Think of a person in your work experience who has been the most ideally suited person to the organizationally setting to which you belong. He/she may not be existing at present, might have existed in the past but he/she has to be the person whom you consider the best and the most ideally suited in your organizational context in an overall sense. Now tell me in as many words as possible for you about the positive qualities that this person possessed / possess, and why do you consider these qualities to be important?* Please see p. 337, of the Results section for details of analysis). Schematically, this could be depicted as follows.



*Figure 30. Showing the question for an ideally suited role incumbents for the organization.*

It would be reiterated that data were collected from a total of 250 respondents. However, when it comes to giving words to their thoughts, representing their conceptualization of an ideal organizational citizen, several of the respondents were found to be at a loss, owing to the constraints of ability to conceptualize, visualize, verbalizes and articulate while trying to express their ideas through spoken words, some of them just shied away for reasons not made apparent but could have been just approaching the verbal discourse and disclosure warily. Consequently, the interview data could be obtained only from 126 respondents out of possible 250 managers. The content analysis of the data was evaluated by a panel of five qualified persons (having a PhD degree in behavioral sciences and at least a few years of professional work experience) the results appear in Table 211 on page ..... The table shows that 26 attributes were identified as pertaining to the conceptualization of an ideal citizen in the work organization setting. These 26 attributes were further compacted into four a priori categories by the panel of experts. The categories were as follows: (a) Organizational Citizenship Behavior, (b) Managerial Skills, (c) In-Role Behavior, and (d) Emotional Intelligence Skills.

In the order based on the frequency of responses obtained from a sub-sample of 126 respondents. It is apparent that the ideal organizational role incumbents was expected to display the OCB with a rather high frequency of responses constituting about a 47 per cent of the responses followed by the Managerial Skills, In-Role Behavior, Emotional Intelligence Skills in that order. Between the two thrust variables included in the study, namely organizational citizenship behavior and emotional intelligence. Clearly, the balance was heavily tilted in favor of OCB at reflected in the value preferences of the respondent who actually constituted *in-situ* work force. The findings depicted in the pie diagram shown below might be treated as relevant in that it is based more on the *in-situ* feeling responses rather than the preconceived and ready-to-use structured questionnaire schedules.

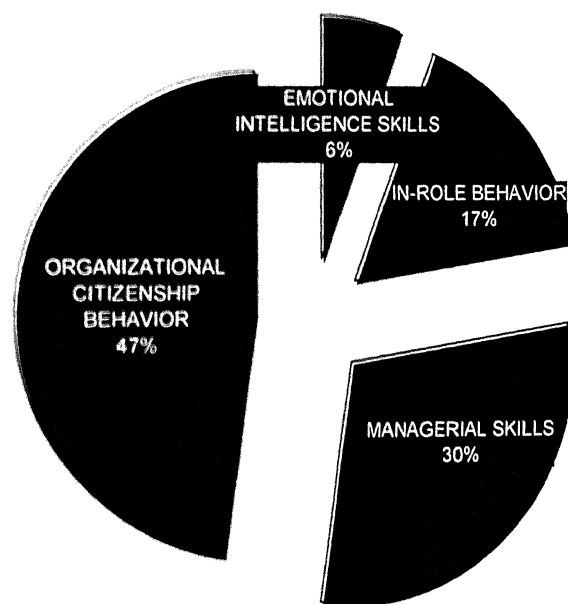


Figure 31. Pie diagram showing the characteristics of an ideally suited role incumbents for the organization.

The findings based on this “qualitative data” may be taken as a reconfirmation of the importance of the OCB, and an indication toward the *yet to evolved* nature of “Emotional Intelligence” in the Indian organizational context. In so far as India as a culture, and the organizations in the sample may be taken as valid representations of work context in developing societies, the role of OCB needs to be recognized. Also required could be the attempts to unravel the antecedents and consequences of emotional intelligence, as at least theoretically speaking it is a potent variable. That why it fails to show its presence both in the minds of the respondents and as a measured variables in organizational dynamics remains to be seen in future research endeavors with alternatives research design and more robust data collection procedures.

### ***Results in brief***

The results respectively pertaining to the research questions in the study may be summarized as follows.

- 1) Organizational Citizenship Behavior was found to be the significant predictor of the organizationally relevant outcome variables.
- 2) Job Performance (IRB & OCB) was found to be the significant predictor of organizationally relevant outcome variables.
- 3) Organizational Citizenship Behavior and Impression Management were not found to be the similar concepts. However, both were found to be related to some extent.
- 4) Self-Management was found to be the significant positive predictor of Job Performance (IRB & OCB), than Impression Management (self-management was found to be four times more important than impression management).
- 5) Emotional Intelligence and Self-Management were found to be the significant predictors of organizationally relevant outcome variables.
- 6) Emotional Intelligence was found to be the significant positive predictor of self-management and impression management with some exception. (Positive Attitude about Life, dimension of emotional intelligence was found to be the significant negative predictor of impression management).



- 7) Emotional Intelligence was found to be a significant negative moderator of the relationship between Self-Management and Job Performance (IRB & OCB) At most places. Singly Emotional Intelligence and Self-Management were found to be the positive predictor of Job Performance except with *Altruism and Sportsman Spirit* dimensions of OCB .In the case of Altruism and Sportsman Spirit dimension of OCB, Emotional Intelligence acts as a positive moderator, and to some extent with Organizational Pride, Social and Functional Participation and Individual Initiative also.
- 8) Referent Power, Legitimate Power, Expert Power and Intra-Work Reward Power were found to be the significant positive predictors of organizationally relevant outcome variables, where as Information Power, Coercive Power, and Extra-Work Reward Power were found to be less significant predictors and even negative predictors at some places.
- 9) Impression Management and Ingratiation were found to be the significant positive predictors of Social Power with a few exceptions (e.g., Self Focused Impression Management predicted coercive power negatively, where as Opinion Conformity dimension of Ingratiation predicted Intra-Work Reward Power, Extra-Work Power, Referent Power, and Expert Power negatively).
- 10) Job Performance (IRB & OCB) was found to be the significant positive predictor of Intra-Work Reward Power, Expert Power, and Referent Power. OCB predicted Coercive Power and Legitimate Power negatively, and had shown no relationship with Extra-Work Reward Power and Information Power. It means that Intra-Work Reward Power, Referent Power and Expert Power are more desirable forms of power for the purpose of increasing job performance and organizationally relevant outcome variables.
- 11) Social Power was found to be a significant mediator of the relationship between OCB and Personal and Organizational Effectiveness. OCB did not showed direct positive effect on organizational effectiveness. However, OCB had positive effect on organizational effectiveness through social power.
- 12) The dimensions of OCB, namely *Sportsman Spirit and Concern for Organizational Resources* were found to be the negative predictors, whereas

Work Mindedness, Individual Initiative, and Social and Functional Participation were found to be the positive predictor of Impression Management.

The dimensions of OCB, namely *Sportsman Spirit*, Altruism, *Concern for Organizational Resources* and Generalized Compliance were found to be the negative predictors, where as Work Mindedness, Individual Initiatives, Social and Functional Participation and Emotional Support were found to be the positive predictors of Ingratiation.

- 13) Internal Work Locus of Control was found to be the negative predictor of Self-Management and OCB.

Chronological Seniority by Good Career Break dimension of Background Variables was found to be a positive predictor of Sportsman Spirit whereas it was a negative predictor of Social and Functional Participation dimension of OCB.

- 14) *Centralization*, Participation and Job Specificity were found to be the positive predictors, where as *Centralization*, Innovation, Job Autonomy were found to be the negative predictors of OCB.

Organizational Support was found to be a positive predictor of OCB with an exception. (i.e., Appreciation of Effort dimension of Organizational Support was found to be a negative predictor of Emotional Support and Altruism dimensions of OCB).

Violation of Psychological Contract by organization was found to be the negative predictor of OCB except with Altruism dimension of OCB.

- 15) Organizational Unit (OU) 5 and OU 6 and to some extent OU 2 also were found to be highly effective in terms of organizationally relevant outcome variables in comparison to OU 1, OU 3 and OU 4.

- 16) Collaborated Small organizations were found to be highly effective in comparison to Collaborated Large, Uncollaborated Small and Uncollaborated Large Organizations.

Uncollaborated Small organization was found to be effective in terms of positive mental health in comparison to Uncollaborated Large organization.

- 17) Uncollaborated Organizations (OU 1 & OU 2) were found to be high in terms of OCBs, where as Collaborated Organizations were found to be high in terms of

self-management with a few exceptions (e.g., Generalized Compliance, dimension of OCB was found in Collaborated Organizations, Planning Practice, dimension of self-management was found in Uncollaborated Organizations).

18) The organization 3 would have more Assertiveness and Positive Self Concept (belonging to EI), Concern for Organizational Resources, Individual Initiative (belonging to OCB), Self-Knowledge of Performance, Self-Efficacy Perception, and Access and Catch Up practices (belonging to SM). By contrast the organization 4 could be thought of as relatively high on Controlled Problem Solving (belonging to EI), Social and Functional Participation, Organizational Pride (belonging to OCB) and Planning Practice (belonging to SM).

Organization 2 would have more OCB, by contrast the organization 3 could be thought of as relatively high on Self-Management, except Generalized Compliance (belonging to OCB).

Organization 1 would have more OCB except Planning Practice (belonging to SM) and organization 4 could be thought of as relatively high on OCB also.

19) OU 6 and OU 1 would have more Planning Practice (belonging to SM) than OU 3, whereas OU 3 and OU 2 would have more Self-Efficacy Perception (belonging to SM) than OU 6.

20) OU 6, OU 5, and OU 1 were found significantly higher than OU 3, OU 2 and OU 4 in terms of their mean on Violation of Psychological Contract.

OU 6 was significantly higher than OU 4, OU 3, OU 1, and OU 2 in terms of their means on Appreciation of Effort dimension of Organizational Support.

OU 6 and OU 3 were significantly higher than OU 2, OU 1, OU 4, and OU 5 in terms of their means on Formalization dimension of Organizational Structure.

21) The results of qualitative analysis showed 26 attributes, which were further compacted into four *a priori* categories. The categories are shown in the pie diagram. It is apparent that the ideal organizational role incumbents were expected to display the OCB with a very high frequency of responses constituting about forty-seven per cent of the responses followed by the Managerial Skills, In-Role Behavior, and Emotional Intelligence Skills.

### ***Some Implications of the Study***

1. From ***theoretical*** point of view, the study seems to suggest that one might look at some individual level variables, which promote OCB, for instance Self-Management, and Emotional Intelligence, in contrast to the Social Exchange Theory, which assumes a certain amount of *reciprocation and indebtedness*. Sometimes employees can contribute on their own and from within, and without hankering for external sources of reward as conceived in equity and social exchange frameworks.
2. From ***applied*** point of view, one may contend that OCB might be beneficial for “cost-reduction”, because it would be more economical to increase effective functioning of the organization through training of OCB, Self-Management and Emotional Intelligence. Management can train its employees on these sets of variables to enhance the organizational effectiveness rather than making heavy expenditures on creating only physical comforts or hike in pay packages for better job performance.
3. From ***human relations*** point of view, OCB might be helpful in increasing the cooperation, sharing, teamwork, and better harmony among employees.
4. From ***academic*** point of view, OCB might prove to be supportive to different discipline of management, for instance Knowledge Management, Crisis Management, Creative Management etc.
5. From ***social*** point of view, OCB may enhance the normative behavior, for instance Altruism. It might have linkages with the socially desirable behaviors in organizations.

### *Limitations and Suggestions*

1. In the present study, use was made of Self-Report measures of OCB that might have suffered from high level of social desirability. In other such kind of works, one can use the Other-Report measures to remove the effect of social desirability.
2. OCB has been found to be a major factor behind individual and organizational effectiveness, so we should look for other dispositional level variables also (such as, personality factors, attitudes, values, and belief systems etc) that might contribute to promote citizenship behavior at more global level.
3. One may study the specific industrial sectors, where OCB could be a critical issue (e.g., IT Sector), for comparison.
4. One may study OCB from different points of view. It may be conceptualized also as heaving ramifications for role burden, wastage of time, sacrificing role behavior etc.
5. Being a good organizational citizen may create a feeling of stress and strain in the long run. Because OCB has no potential rewards. The idea needs further testing.
6. One can compare OCB with some organizationally harmful behaviors like Anti-Role Behavior and Employee Theft etc. to understand the further ramifications of OCB in a better manner.
7. One may study further cross-cultural differences and similarities with respect to OCB and emotional intelligence.

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## Appendix A

### MEASURES USED IN THE STUDY

*The organizational life survey.* We are approaching you for help in an academic research endeavor. This is a survey about the general state of affairs in organizations. There is no right or wrong answer to any question. Your personal response is the best response for our purposes. Your response and identity is guaranteed to be kept confidential. Please give us your free and frank view. Do not spend too much time on any question.

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Thank you very much for your cooperation.

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Please note that the following response categories would be needed for the forms in the questionnaire except where specifically mentioned otherwise. Please read the items and indicate as to what extent they are relevant or true in your personal context or job/work.

(True) to almost no extent	1
(True) to a little extent	.2
(True) to some extent	.3
(True) to a great extent	..4
(True) to a very great extent	..5

Please write the appropriate number (1-5) representing the above categories that would describe your position most closely. The numbers are to be written on small line in the left end margin adjacent to the item number.

#### ***Form 1: Organizational Citizenship Behavior Questionnaire***

1. I help in orient new employee even though it is not required.
2. I willingly give my time to help others.
3. I go out of my way to help co-workers with work related problem.
4. I frequently adjust my schedule to accommodate other employee requests for time off.
5. I show genuine concern and courtesy toward coworker, even under the most trying business and personal situation.

6. I am willing to coordinate and communicate with colleague.
7. I read and keep up with the organization announcement.
8. I attend functions that are not required, but that help the organization image.
9. I am willing to stand up to protect the reputation of the organization.
10. I eager to tell good news about the organization and clarify their misunderstanding.
11. I make constructive suggestions that can improve the operation of the organization.
12. I actively attend organization meeting.
13. I express my opinion honestly even when other may disagree on issues that may have serious consequences for the organization.
14. I often motivate others to express their ideas and opinion.
15. I encourage others to try new and more effective ways of doing their jobs.
16. I encourages hesitant and quiet co-workers to voices their opinion. when they otherwise might not speak-up.
17. I frequently communicate to co-worker suggestions on how the group can improve.
18. I comply with organization rules and procedure even when nobody watches and no evidence can be traced.
19. I turn in budget, sales projection, expense reports etc earlier than is required.
20. I return phone calls and responds to other messages and requests for information promptly.
21. I rarely misses work even when, I have a legitimate reasons for doing so.
22. I perform my duties with extra special care.
23. I always meet or beat deadlines for completing work.
24. I consider the impact of my action on other.
25. I "touch base" with others before initiating action that might affect them.
26. I try to avoid creating problem for other employee.
27. I consume a lot of time complaining about trivial matters.
28. I always find fault with what the organization is doing.
29. I tend to make "mountain out of molehills"(make problems bigger than they really are).
30. I always focus on what is wrong with my situation, rather positive side of it.
31. I conduct personal business on company (e.g. trading, stocks, shopping etc.).
32. I use company resources to do personal business (company phone, photo machine etc.).
33. I view sick leave as benefit and makes excuse for taking for sick leave.
34. I defend the organization when other employees criticize it.
35. I encourage friends and family to utilize organization product.
36. I defend the organization when outsiders criticize it.
37. I show pride when representing the organization in public.
38. I actively promote the organization's products and services to potential users.
39. I use illicit tactics to seek personal influence and gain.

40. I use personal position power to pursue personal selfish gain.
41. I often speak ill of the supervisor or colleague behind their backs.
42. I do not go out of the way to defend organization against outside threat.
43. I do not tell outsiders, this is a good place to work.
44. I would accept job at competing organization for more money.
45. I would not urge coworkers to invest money in organization.
46. I rarely waste my time while at work.
47. I produce as much as capable of at all times.
48. I always come to work on time.
49. I produce highest quality of work, regardless of circumstances.
50. I do not meet *all* deadlines set by organization.
51. I am mentally alert and ready to work while at work.
52. I follow work rules and instructions with extreme care.
53. I sometime waste organizational resources.
54. I keep work area clean and neat.
55. I sometime miss work for no good reasons.
56. I only attend work-related meeting if required by job.
57. I share ideas for new projects and or improvement only.
58. I work so that personal appearance is attractive and appropriate.
59. I am not involved in outside groups for benefit of organization.
60. I frequently make creative suggestion to coworker.
61. I use professional judgment to assess right/wrong for organization.
62. I encourage management to keep knowledge/skill current.
63. I encourage others to speak up at meeting.
64. I help coworkers think for themselves.
65. I keep well informed where opinion might benefit the organization.
66. I do not push superiors to perform to higher standard.
67. I do not pursue additional training to improve performance.
68. I do not work beyond what is required.
69. I volunteer for overtime when needed.
70. I have difficulty cooperating with others on project.
71. I assist supervisor with his/her work.
72. I help other who has heavy workload.
73. I take undeserved breaks.
74. I spend great deal of time with personal phone conversation.
75. I attend function that is not required but that help company image.
76. I help other to who have been absent.

77. I give advance notice if unable to come.
78. My attendance at work is above the norm.
79. I do not take extra breaks.
80. I do not spend time in extra conversation.
81. I offer emotional support to my coworkers in time of trouble.
82. I make myself available to my coworkers to discuss any personal or professional problems they may be facing.
83. I try to motivate others in my team to do their best.
84. I encourage coworkers to learn new skills and techniques.
85. I encourage my coworkers to higher levels of effort.
86. I help others in my team to work through their personal and professional problems.
87. I work beyond the legal obligation to complete my job effectively.
88. I make friendly relation to people in interest of my company.
89. I accept the change within organization in interest of my organization.
90. I utilize some creative means to complete my job effectively.
91. I have positive attitude towards the organizational problems.
92. I try to save time and resources by completing work earlier.
93. I do my work at personal level.
- 94 I share my power and authority to enhance subordinates skill and confidence.
95. I try to take the advantage of subordinate to give him more work.
96. I don't use harsh and abused language at work place.
97. I sometimes use my own resources for organizational goals.

***Form 2: In-Role Behavior Questionnaire***

1. As a result of my professional knowledge, I get assigned the most difficult task in the department/ at my work place.
2. The task that is given to me is done with needed quality and precision. The quality of work is always above the average.
3. When the task to be performed is explained, I perform the task without error and do not need additional directions.
4. When asked to do a job, I do it perfectly until its completion without the need to make any correction or improvement later on.
5. I can find defects that may interfere with the performance of the job and report these to the supervisor.
6. I can work at faster pace when a need to comply with a deadline requires that.
7. When encountering a problem, I am capable of identifying the source of the problem and can capable of deciding (according to the guidelines) when to solve the problem or report the problem to the supervisor.

8. In general, I am satisfied with my performance during the current evaluation period.
9. I adequately complete assigned duties.
10. My attendance at the work is above the norm.
11. I work cooperatively with my supervisor.

***Form 3: Impression Management Questionnaire***

1. I impress upon my supervisor that only he/she can help me in a given situation only to make him/her feel good about himself/herself.
2. I show him/her that I share my enthusiasm about my new idea even when I may not actually like it.
3. I try to let him/her know that I have a reputation for being liked.
4. I try to make sure that I am aware of his/her successes.
5. I highlight the achievements made under his/her leadership in a meeting not being attended by him/her.
6. I give frequent smiles to express enthusiasm/interest about something that he/she is interested in even if I do not like.
7. I express work attitudes that are similar to my supervisor's as a way of letting him/her know that the two of us are alike.
8. I tell him/her that I can learn a lot from his/her experience.
9. I exaggerate his/her admirable qualities to convey the impression that I think highly of him/her.
10. I disagree on trivial or unimportant issues but agree on those issues in which he/she expects supports from me.
11. I try to imitate such work behaviors of my supervisor as working late or occasionally working on weekends.
12. I look for opportunities to let the supervisor know my virtues/strengths.
13. I ask my supervisor for advice in areas in which I think he/she is smart to let him/her feel that I admire his/her task.
14. I try to do things for my supervisor that shows my selfless generosity.
15. I look out opportunities to admire my supervisor.
16. I let my supervisor know the attitude I share with him/her.
17. I compliment my supervisor on his/her achievement, however trivial it may actually be to my personality.
18. I laugh heartily at my supervisor's jokes even when they are not really funny.
19. I go out of my way to run an errand (assignment) for my supervisor.
20. I offer to help my supervisor by using my personal contacts.
21. I try to persuasively present my own qualities when attempting to convince my supervisor about my abilities.
22. I volunteer to be of help to my supervisor in matters like locating a good apartment, finding a good insurance agent, etc.



23. I spend time listening to my supervisor's personal problems even if I have no interest in them.
24. I volunteer to help my supervisor in his/her work even if it means extra work for me.

**Form 4: BarOn's Emotional Quotient Inventory (EQ-i)**

The following questionnaire consists of statements that provide you an opportunity to describe yourself by indicating the degree to which each statement is true of the way you feel, think or act most of the time and in most situations. There are five possible responses to each sentence.

- 1- Very seldom or not true of me
- 2- Seldom true of me
- 3- Sometimes true of me
- 4- Often true of me
- 5- Very often true of me

**Instructions**

Read each statement and decide which one of the five possible responses best describes you. Mark your choices on the questionnaire by filling in the small line. If a statement does not apply to you, respond in such a way that will give the best indication of how you would possibly feel, think or act. Although some of the sentences may not give you all the information you would like to receive, choose the response that seems the best, even if you are not sure. There are no "right" or "wrong" answer and no "good" or "bad" choices. Answer openly and honestly by indicating how you actually are and not how you actually you would like to be seen. There is no time limit, but work quickly and make sure that you consider and respond to *every* statement.

Please write the appropriate number (1-5) representing the above categories that would describe your position most closely. The numbers are to be written on small line on the left end margin adjacent to the item number.

- 1. My approach in overcoming difficulties is to move step by step.
- 2. It's hard for me to enjoy life.
- 3. I prefer a job in which I'm told pretty much what to do.
- 4. I know how to deal with upsetting problems.
- 5. I like everyone I meet.
- 6. I try to make my life as meaningful as I can.
- 7. It's fairly easy for me to express feelings.
- 8. I try to see things as they really are, without fantasizing or daydreaming about them.
- 9. I'm in touch with my emotions.
- 10. I'm unable to show affection.
- 11. I feel sure of myself in most situations.

12. I have a feeling that something is wrong with my mind.
13. It is a problem controlling my anger.
14. It's difficult for me to begin new things.
15. When faced with a difficult situation, I like to collect all the information about it that I can.
16. I like helping people.
17. It's hard for me to smile.
18. I am unable to understand the way other people feel.
19. When working with others, I tend to rely more on their ideas than my own.
20. I believe that I can stay on top of tough situations.
21. I really don't know what I'm good at.
22. I'm unable to express my ideas to others.
23. It's hard for me to share my deep feelings with others.
24. I lack self-confidence.
25. I think I've lost my mind.
26. I'm optimistic about my things I do.
27. When I start talking it is hard to stop.
28. It's hard for me to make adjustments in general.
29. I like to get an overview of a problem before trying to solve it.
30. It doesn't bother me to take advantage of people, especially if they deserve it.
31. I'm a fairly cheerful person.
32. I prefer others to make decisions for me.
33. I can handle stress, without getting too nervous.
34. I have good thoughts about everyone.
35. It's hard for me to understand the way I feel.
36. In the past few years, I've accomplished little.
37. When I'm angry with others, I can tell them about it.
38. I have had strange experiences that can't be explained.
39. It's easy for me to make friends.
40. I have good self-respect.
41. I do very weird (unusual) things.
42. My impulsiveness creates problems.
43. It's difficult for me to change my opinion about things.
44. I'm good at understanding the way other people feel.
45. When facing a problem, the first thing I do is stop and think.
46. Others find it hard to depend on me.
47. I am satisfied with my life.
48. It's hard for me to make decisions on my own.

49. I don't hold up well under stress.
50. I don't do anything bad in my life.
51. I don't get enjoyment from what I do.
52. It's hard to express my intimate feelings.
53. People don't understand the way I think.
54. I generally hope for the best.
55. My friends can tell me intimate things about themselves.
56. I don't feel good about myself.
57. I see these strange things that others don't see.
58. People tell me to lower my voice in discussions.
59. It's easy for me to adjust to new conditions.
60. When trying to solve a problem, I look at each possibility and then decide on the best way.
61. I would stop and help a crying child find his or her parents, even if I had to be somewhere else at the same time.
62. I'm fun to be with.
63. I'm aware of the way I feel.
64. I feel it's hard for me to control my anxiety.
65. Nothing disturbs me.
66. I don't *get along* well with others.
67. When I disagree with someone, I'm able to say so.
68. I tend to fade out and lose contact with what happens around me.
69. I don't get that excited about my interests.
70. It's hard for me to accept myself just the way I am.
71. I feel cut off from my body.
72. I care what happens to others people.
73. I am impatient.
74. I am able to change old habits.
75. It's hard for me to decide on the best solution when solving problems.
76. If I could get away with breaking the law in certain situations, I could.
77. I get depressed.
78. I know how to keep calm in difficult situations.
79. I have not told a lie in my life.
80. I'm generally motivated to continue, even when things get difficult.
81. I try to continue and develop those things that I enjoy.
82. It's hard for me to say "no" when I want to.
83. I get carried away with my imagination and fantasies.
84. My close relationships mean a lot to me and to my friends.

12. I have a feeling that something is wrong with my mind.
13. It is a problem controlling my anger.
14. It's difficult for me to begin new things.
15. When faced with a difficult situation, I like to collect all the information about it that I can.
16. I like helping people.
17. It's hard for me to smile.
18. I am unable to understand the way other people feel.
19. When working with others, I tend to rely more on their ideas than my own.
20. I believe that I can stay on top of tough situations.
21. I really don't know what I'm good at.
22. I'm unable to express my ideas to others.
23. It's hard for me to share my deep feelings with others.
24. I lack self-confidence.
25. I think I've lost my mind.
26. I'm optimistic about my things I do.
27. When I start talking it is hard to stop.
28. It's hard for me to make adjustments in general.
29. I like to get an overview of a problem before trying to solve it.
30. It doesn't bother me to take advantage of people, especially if they deserve it.
31. I'm a fairly cheerful person.
32. I prefer others to make decisions for me.
33. I can handle stress, without getting too nervous.
34. I have good thoughts about everyone.
35. It's hard for me to understand the way I feel.
36. In the past few years, I've accomplished little.
37. When I'm angry with others, I can tell them about it.
38. I have had strange experiences that can't be explained.
39. It's easy for me to make friends.
40. I have good self-respect.
41. I do very weird (unusual) things.
42. My impulsiveness creates problems.
43. It's difficult for me to change my opinion about things.
44. I'm good at understanding the way other people feel.
45. When facing a problem, the first thing I do is stop and think.
46. Others find it hard to depend on me.
47. I am satisfied with my life.
48. It's hard for me to make decisions on my own.

49. I don't hold up well under stress.
50. I don't do anything bad in my life.
51. I don't get enjoyment from what I do.
52. It's hard to express my intimate feelings.
53. People don't understand the way I think.
54. I generally hope for the best.
55. My friends can tell me intimate things about themselves.
56. I don't feel good about myself.
57. I see these strange things that others don't see.
58. People tell me to lower my voice in discussions.
59. It's easy for me to adjust to new conditions.
60. When trying to solve a problem, I look at each possibility and then decide on the best way.
61. I would stop and help a crying child find his or her parents, even if I had to be somewhere else at the same time.
62. I'm fun to be with.
63. I'm aware of the way I feel.
64. I feel it's hard for me to control my anxiety.
65. Nothing disturbs me.
66. I don't *get along* well with others.
67. When I disagree with someone, I'm able to say so.
68. I tend to fade out and lose contact with what happens around me.
69. I don't get that excited about my interests.
70. It's hard for me to accept myself just the way I am.
71. I feel cut off from my body.
72. I care what happens to others people.
73. I am impatient.
74. I am able to change old habits.
75. It's hard for me to decide on the best solution when solving problems.
76. If I could get away with breaking the law in certain situations, I could.
77. I get depressed.
78. I know how to keep calm in difficult situations.
79. I have not told a lie in my life.
80. I'm generally motivated to continue, even when things get difficult.
81. I try to continue and develop those things that I enjoy.
82. It's hard for me to say "no" when I want to.
83. I get carried away with my imagination and fantasies.
84. My close relationships mean a lot to me and to my friends.

85. I am happy with the type of person I am.
86. I have strong impulses that are hard to control.
87. It's hard for me to make changes in my life.
88. Even when upset, I'm aware of what's happening to me.
89. In handling situations that arise, I try to think of as many approaches as I can.
90. I'm able to respect others.
91. I'm not that happy with my life.
92. I'm more of a follower than a leader.
93. It's hard for me to face unpleasant things.
94. I have not broken a law of any kind.
95. I enjoy those things that interest me.
96. It's fairly easy for me to tell people what I think.
97. I tend to exaggerate.
98. I'm sensitive to the feelings of others.
99. I have good relations with others.
100. I feel comfortable with my body.
101. I am very strange person.
102. I'm impulsive.
103. It's hard for me to change my ways.
104. I think it's important to be a law-abiding citizen.
105. I enjoy weekends and holidays.
106. I generally expect things will turnout all right, despite setbacks from time to time.
107. I can tend to cling on others.
108. I believe in my ability to handle most upsetting problems.
109. I have not been embarrassed for anything that I've done.
110. I try to get as much as I can out of those things that I can enjoy.
111. Others think that I lack assertiveness (to express what you feel).
112. I can easily pull out of daydreams and tune into the reality of the immediate situation.
113. People think that I'm sociable.
114. I'm happy with the way I look.
115. I have strange thoughts that no one can understand.
116. It's hard for me to describe my feelings.
117. I've got a bad temper.
118. I generally get stuck when thinking about different ways of solving problems.
119. It's hard for me to see people suffer.
120. I like to have fun.
121. I seem to need other people more than they need me.

122. I get anxious.
123. I don't have bad days.
124. I avoid hurting other people's feeling.
125. I don't have good idea of what I want to do in my life.
126. It's difficult for me to stand up for my rights.
127. It's hard for me to keep things in the right perspective.
128. I don't keep in touch with others.
129. Looking at both my good points and bad points, I feel good about myself.
130. I tend to explode with anger easily.
131. It would be hard for me to adjust if I were forced to leave my home.
132. Before beginning something new, I usually feel that I'll fail.
133. I responded openly and honestly to the above sentences.

***Form 5: Self-Management Perceptions and Practices Questionnaire***

1. I have mastered my job.
2. I am certain that I can do my job well.
3. I am a high performer.
4. My performance on my job is considered to be excellent.
5. I am better at my job than most people in my position.
6. I would give myself a high performance rating.
7. My performance is better than that of the other people in my work group.
8. My over all job performance is excellent.
9. It is just not possible to do my job at the level I would like to.
10. Other people restrict my ability to perform at my best on the job.
11. Resources constraints prevent me from doing my best on the job.
12. I often have little control over what happens on my job.
13. My performance ratings often have little to do with how well I have actually have done my job.
14. On my job performing poorly or well often depends a lot on luck.
15. Performance on my job is largely out of my hands.
16. I really just don't know how to establish performance standard for my job.
17. By observing the outcomes of my own actions, I can readily tell how well I am performing my job.
18. It is hard for me to tell on my own whether or not I'm doing my job adequately.
19. It's easy for me to figure out on my own whether or not I'm doing my job adequately.
20. My supervisor has perfectly made clear to me how well he/she clearly thinks I am doing on my job.
21. My supervisor is up-front with me about how well I have actually done my job adequately
22. I plan out my day before beginning to work.

23. I try to schedule my work in advance.
24. I plan my career carefully.
25. I come to work early to plan my day.
26. I use lists and agendas to structure my workday.
27. I set specific job goals on a regular basis.
28. I set daily goals for myself.
29. I try to manage my time.
30. I control the access subordinates have to me in order to get my work done.
31. I use a special place at work where I can work uninterrupted.
32. I hold my telephone calls when I need to get things done.
33. I come early or stay late at work to prevent distractions from interfering with my work.
34. I take my work home with me to make sure it gets done.
35. I come in on my days off to catch up on my work
36. I have learned to manage my aggressiveness with my subordinates.
37. My facial expression and conversational tone are important in dealing with subordinates.
38. It's important for me to maintain a "professional" manager-subordinate relationship.
39. I try to keep my emotions under my control.

***Form 6: Background Information Questionnaire***

1. Name of this organization.....
2. Name of your Department.....
3. Educational Background (Degree, Diploma or Professional Course).....
4. Your age.....
5. Sex: (tick one) (a) male (b) female
6. Total length of service (Years).....
7. Date of joining this job (Year.....and .....month).
8. Length of service in the present position.....
9. Salary on the first appointment in this Co. ( per month gross)Rs.....
10. Salary now (per month gross) Rs.....
11. Marital status... (tick one) (a). SINGLE (b) MARRIED (c) SEPARATED (natural or otherwise)
12. Birth place (State, City & Village) .....
13. Distance from Birth place to this organization.....
14. Birth order... (i.e., first born, second born etc.).....
15. Job status.....(your designation/ position/ title)
16. Number of promotions in this organization.....



17. Where did you spend your childhood (tick one)..... (1) Village (2) Suburban (3) Town (4) City (Big town) (5) Metropolitan
18. Where did you get most of your undergraduate level education (tick one)..... (1) Village (2) Suburban (3) Town (4) City (Big town) (5) Metropolitan
19. Indicate either yes or no whether you supervise regular paid employees.
- 0- Supervisory (Yes / No) 1. Non-supervisory (Yes/ No).

***Form 7: Work Locus of Control Questionnaire***

1. A job is what you make of it.
2. On most jobs, people can pretty much accomplish whatever they set out to accomplish.
3. If you know what you want out of a job, you can find a job that gives it to you.
4. If employees are unhappy with a decision made by boss, they should do something about it.
5. Getting the job you want is mostly a matter of luck.
6. Making money is primarily is matter of good fortune.
7. Most people are capable of doing their jobs well if they make the effort.
8. In order to get a really good job you need to have family members or friends in high places.
9. Promotions are usually a matter of good fortune.
10. When it comes to landing a really good job, whom you know is more important then what you know.
11. Promotions are given to employees who perform well on the job.
12. To make a lot of money you have to know the right people.
13. It makes a lot of luck to be an outstanding employee on the most jobs.
14. People who perform their jobs well generally get rewarded for it.
15. Most employees have more influence on their supervisors then they think they do.
16. The main difference between people who make a lot of money and people who make a little money is luck.

***Form 8: Social Power Questionnaire***

1. I sulk when they work unsatisfactorily.
2. I write adverse confidential reports of those who work unsatisfactorily.
3. I threaten them with getting fired if the directions are not followed.
4. I at times shout at them in front of others.
5. I make them stay beyond working hours.
6. I show indifference to those whose performance is not good.
7. I try for the transfer of those staff whose performance is not good.
8. I keep a record of their mistakes.
9. I make them take work home if they can not finish it during office hours.
10. I praise them verbally for their good performance.

11. I recommend for promotion the names of those who perform well.
12. I promise to help them in their career advancement if they work hard.
13. I go from table to table and encourage my non-managerial staff to work hard.
14. I use words, which make them feel good.
15. I get extra work from them by providing light refreshment once in a while.
16. I encourage them to discuss with him even their personal problems.
17. I do personal favors for them.
18. I go out of my way to help them when they need it.
19. I regularly check-up if my directions are being followed.
20. I make them recognize my authority.
21. I maintain a formal relationship.
22. I simply order them to do what is required.
23. I work according to rules and regulations.
24. I have authority because of my position.
25. I know the internal politics of the head office.
26. I know a number of influential people in this area.
27. I know resourceful persons at the head office.
28. I help them in career planning.
29. I have influence over the head office.
30. I am on good terms with the officers at the head office.
31. I am on good terms with the union leaders.
32. I prove my knowledge and skills as and when required.
33. I show my knowledge of rules and regulations when required.
34. Sometimes I explain to them how to work in a better way.
35. I politely persuade them to complete their work.
36. I believe that my staff generally think well of me.
37. My non-managerial staff knows that I like them.
38. I consider them as nice persons.
39. I trust them.
40. They trust me.

***Form 9: Ingratiation Questionnaire***

1. Play up the value of a positive event that you have taken credit for.
2. Try to make a positive event that you are responsible for appear better than it actually is.
3. Try to take responsibility for positive events, even when you are not solely responsible.
4. Try to make negative event that you are responsible for not appear as severe as it actually is to your supervisor.

5. Try to let your supervisor think that you are responsible for positive events that occur in your work group.
6. Arrive at work early in order to well in front of your supervisor.
7. Work late at the office so that your supervisor will see you working late and think that you are a hard worker.
8. Make your supervisor aware of your accomplishment.
9. Agree with your immediate supervisor's major opinions outwardly even when you disagree inwardly.
10. Create the impression that you are a "good" person to your supervisor.
11. Disagree with your supervisor on major issues.
12. Take responsibility for negative events even when you are not solely responsible.
13. Take an interest in your immediate supervisor's personal life.
14. Praise your supervisor on his/her accomplishment.
15. Do personal favor for your supervisor.
16. Offer to do something for your supervisor who you were not required to do, that is, you did it as a personal favor for him/her.
17. Volunteer to help your immediate supervisor on a task.
18. Compliment your immediate supervisor on his/her dress or appearance.
19. Agree with your supervisor's major ideas.
20. Present yourself to supervisor as being a friendly person.
21. Present yourself to your supervisor as being a polite person.
22. Try to act as a "model" employee in front your supervisor by, for example never taking longer than the established time for lunch.
23. Work hard when you know your supervisor will see the results.
24. Let your supervisor know that you try to do a good job in your work.

***Form 10: Job Satisfaction Questionnaire***

1. Working for this organization is vary satisfying to me.
2. I am satisfied with my job.
3. All things considered, I am satisfied with my current job.

***Form 11: Career Orientation Questionnaire***

1. I took this job as a steeping stone to a better job with another organization.
2. I expect to work for a variety of different organization in my career.
3. I do not expect to change organizations during my career.
4. There are many career opportunities I expect to explore after leave my present employer.
5. I am really looking for an organization to spend my career with.

***Form 12: Personal Effectiveness Questionnaire***

How effective you are at

1. Getting things done on the job
2. Helping you get things done on the job
3. Arranging for work to go as smoothly as possible
4. Coping with unexpected problem.

***Form 13: Organizational Commitment Questionnaire***

1. I do not feel a strong sense of belonging to my organization.
2. I do not feel "emotionally attached" to this organization.
3. This organization has a great deal of personal meaning for me.
4. I do not feel like "part of the family" at this organization.
5. I would be very happy to spend the rest of my career with this organization.
6. I enjoy discussing my organization with people outside it.
7. I really feel as if this organization's problems are my own.
8. I think I could easily become as attached to another organization as I am to this one.
9. Right now, staying with my organization is a matter of necessity as much as desire.
10. One of the major reasons as continue to work for this organization is that leaving would require considerable personal sacrifice another organization may not match the overall benefits I have.
11. I feel I have too few options to consider leaving this organization.
12. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.
13. I would be very hard for me to leave my organization right now, even if I wanted to.
14. Too much in my life would be disrupted if I decided I wanted to leave this my organization now.
15. It wouldn't be too costly for me to leave my organization in the near future.
16. I am not afraid of what might happen if I quit my job without having another one lined up.
17. I think that people these days move from organization to organization too much.
18. Jumping from organization to organization does not seem at all unethical to me.
19. One of the major reasons I continue to work for the organization is that I believe that loyalty is important and therefore I feel a sense of moral obligation to remain.
20. Things were better in the days when people stayed with one organization for most of their career.

***Form 14: Work Recognition Questionnaire***

Please indicate to what extent your work group has achieved special recognition for its work/performance in terms of following: -

1. Verbal praise.
2. Written certificate/citation
3. Awards

4. Monetary rewards
5. General acclaim

***Form 15: Reputational Effectiveness Questionnaire***

1. Overall to what extent do you feel that you are performing your job the way you would like to be performed.
2. To what extent you met your expectations in your managerial role and responsibilities.
3. If you had your way to what extent you would change the manner in which you are doing the job.

***Form 16: General Health Questionnaire***

Have you recently

1. been able to concentrate on whatever you are doing?
2. Lost much sleep over worry?
3. Felt that you are playing a useful part in things?
4. felt capable of making decisions about things?
5. Felt constantly under strain?
6. Felt you couldn't overcome your difficulties?
7. been able to enjoy normal day to day activities?
8. been able to face up to your problems?
9. Been feeling unhappy and depressed?
10. Been losing confidence in you?
11. Been thinking yourself as worthless people?
12. Been feeling reasonably happy all things considered?

***Form 17: Perceived Job Mobility Questionnaire***

1. I have many jobs to choose besides this job.
2. The jobs I can find are much better than this job.
3. The way of occupying my time would be more ideal if I worked elsewhere.
4. It is easy for me to find suitable job elsewhere.

***Form 18: Turnover Intention Questionnaire***

1. I often think of leaving the organization.
2. It is very possible that I will look for new job next year.
3. If I may choose again I will choose to work for current organization.

***Form 19: Organizational Trust Questionnaire***

1. I am not sure I fully trust my employer.
2. My employer is open and up-front with me.
3. I believe my employer has a high integrity.

4. In general, I believe my employer's motive and intentions are good.
5. My employer is not always honest and truthful.
6. I don't think my employer treats me fairly.
7. I can expect my employer to treat me in a consistent and predictable manner.

***Form 20: Organizational Effectiveness Questionnaire***

How effective is your organization as whole at –

1. Running smoothly with minimum of confusion.
2. Getting things done it is supposed to do.
- 3 Helping people who work get their job done.
4. Coping with unexpected problem.
5. Total gross profit of the organization.
6. Profits as percentage as of total size.
7. Amount of money paid to each shareholder in organization.
8. Growth in profits.
9. Growth in number of products and services offered.
10. Growth into new location.
11. Growth in revenue.

How much worth of the following have been acquired in the current financial year by the organization.

1. Capital (In terms of money)

2. Raw material

Quantity

Form

Money

People

Position

Number

New Ideas

What is the extent of employee's-?

Satisfaction/Commitment

Absenteeism

***Form 21: Organizational Productivity Questionnaire***

1. Labor productivity has improved.
2. Experimentation and innovation have decreased among employees.
3. Conflict is increasing among our employees.
4. Morale is decreasing among employees in our organization.

5. Criticism and complaints by employees directed at management team members are increasing.

*Form 22: Organizational Size and Other Information:-*

1. Total number of hierarchy in this organization.....
2. Organizational size:-the total number of paid members of the organization at different level of hierarchy.....
3. When this organization was established? (Year).....

*Form 23: Organizational Structure Questionnaire*

1. How frequently do you usually participate in the decision on the adoption of new programs?
2. How frequently do you usually participate in decisions on adoption of new policies?
3. How frequently do you usually participate in the decision to hire new staff?
4. How frequently do you usually participate in the decisions on the promotions of any of the professional staff?
5. There can be little action here until a supervisor approves a decision.
6. A person who wants to make his own decision would be quickly discouraged.
7. Even small matters to be referred to someone higher up for a final answer.
8. I have to ask my boss before I do almost anything.
9. Any decision I make has to have my boss' approval.
10. This organization can be characterized as highly centralized.
11. Only a few people at the upper levels of this organization are involved in making decisions about the organization's relationship with other organization.
12. I feel I am my own boss in most matters.
13. Any person can make his own decisions without checking with anybody else.
14. How things are done here is left up to persons doing the work.
15. People here are allowed to do almost as they please.
16. Most people here make their own rules on the job.
17. The employees here are constantly being checked for rule violations.
18. People here feel they are constantly being watched to see that they obey all the rules.
19. Whatever situations arises we have procedures to follow in dealing with it.
20. Everyone has a specific job to do.
21. Going through proper channels is constantly stressed.
22. This organization keeps written records of everyone's job performance.
23. We are to follow strict operating procedures at all times.
24. Whenever we have a problem we are supposed to go to the same person for an answer.
25. The organization has a very large number of written rules and policies.
26. A "rules and procedures" manual exists and is readily available within this organization.
27. There is a formal orientation program for most new members of the organization.

28. Clear Written goals and objectives exist in for job.
29. In this organization performance appraisals are based on written standard.
30. Written schedule, programs and work specification are avoidable in to guide me on my job.
31. My duties, authority and accountability are documented in policies, procedures and job descriptions.
32. There are contradiction and inconsistencies among the written statements of goals and objectives.
33. People here do the same job in the same way every day.
34. One thing people like around here is the variety of work.
35. Most jobs around here have something-new happening everyday.
36. There is something different to do everyday, at this place.

***Form 24: Survey of Organizational Support Questionnaire***

1. The organization values my contribution to its well being.
2. If the organization could hire someone to replace me at lower salary it would do so.
3. The organization fails to appreciate any extra effort from me.
4. The organization strongly considers my goals and values.
5. The organization would understand a long absence due to my illness.
6. The organization would ignore any complaint from me.
7. The organization disregards my best interests when it makes decisions that affect me.
8. Help is available from the organization when I have a problem.
9. The organization really cares about my well being.
10. The organization is willing to extend itself in order to help me perform my job to the best of my ability.
11. The organization would fail to understand my absence due to a personal problem.
12. If the organization found a more efficient way to get my job done they would replace me.
13. The organization would forgive an honest mistake on my part.
14. It would take only a small decrease in my performance for the organization to want to replace me.
15. The organization feels there is little to be gained by employing me for the rest of my career.
16. The organization provides me little opportunity to move up the ranks.
17. Even if I did the best job possible, the organization would fail to notice me.
18. The organization would grant a reasonable request for a change in my working conditions.
19. If I were laid off, the organization would prefer to hire someone new rather than take me back.
20. The organization is willing to help me when I need a special favor.
21. The organization cares my general satisfaction at work.
22. If given the opportunity, the organization would take advantage of me.
23. The organization shows very little concern for me.
24. If decided to quit, the organization would try persuade me to stay.
25. The organization cares about my opinion.



26. The organization feels that hiring me was a definite mistake.
27. The organization takes pride in my accomplishments at work.
28. The organization cares more about making a profit than about me.
29. The organization would understand if I was unable to finish a task on time.
30. If the organization earned a greater profit, it would consider increasing my salary.
31. The organization feels that anyone can perform my job as well as I do.
32. The organization is unconcerned about paying me what I deserve.
33. The organization wishes to give me the best possible job for which I am qualified.
34. If my job were eliminated, the organization would prefer to lay me off rather than transfer me to a new job.
35. The organization tries to make my job as interesting as possible.
36. My supervisor is proud that I am a part of this organization.

**Form 25: Violation of Psychological Contract Questionnaire**

In the following section, we are asking you to respond on TWO ASPECTS with further reference to TWO TIME POINTS. The aspects are your own obligation, and your employer's obligation. The time points are (C) at the time you joined this organization and (D) at the present time. There are certain things that you expect your organization to do for you, and similarly that there are things that your organization expects you to do. Such an expectation may be defined as beliefs held both an employee and employer, that each is bound by promise or debt to an action or course of action in relation to other party.

	(C) At the time of joining		(D) at the present time	
	A. your employer's obligation	b. your own obligation	a. your employer's obligation	b. your own obligation
1. Advancement	_____	_____	_____	_____
2. High pay	_____	_____	_____	_____
3. Merit pay	_____	_____	_____	_____
4. Training	_____	_____	_____	_____
5. Job security	_____	_____	_____	_____
6. Development	_____	_____	_____	_____
7. Support	_____	_____	_____	_____
8. Overtime]	_____	_____	_____	_____
9. Loyalty	_____	_____	_____	_____
10. Extra-role behavior	_____	_____	_____	_____
11. Notice	_____	_____	_____	_____
12. Transfers	_____	_____	_____	_____
13. No competitor support	_____	_____	_____	_____
14. Proprietary protection	_____	_____	_____	_____
15. Minimum stay	_____	_____	_____	_____

## Appendix B

### Summary of Factor Analysis Results

**Table B 1**

*Factors and Loadings of Organizational Citizenship Behavior Questionnaire*

Original item no.	Item No.	Factor 1: Emotional Support	Loadings
		Items	
82	1	I make myself available to my coworkers to discuss any personal or professional problems they may be facing	.57
83	2	I try to motivate others in my team to do their best.	.55
84	3	I encourage coworkers to learn new skills and techniques	
85	4	I encourage my coworkers to higher levels of effort.	.53
		<b>Factor 2: Concern for Organizational Resources</b>	
		Items	
31	5	I conduct personal business on company (e.g. trading, stocks, shopping etc.).	.51
32	6	I uses company resources to do personal business (company phone, photo machine etc.).	.60
33	7	I view sick leave as benefit and makes excuse for taking for sick leave.	.58
41	8	I use personal position power to pursue personal selfish gain.	.34
42	9	I often speak ill of the supervisor or colleague behind their backs.	.33
		<b>Factor 3: Conservation of Time</b>	
		Items	
79	10	I do not take extra breaks.	-.66
80	11	I do not spend time in extra conversation.	-.80
		<b>Factor 4: Organizational Pride</b>	
		Items	
9	12	I am willing to stand up to protect the reputation of the organization.	
10.	13	I eager to tell good news about the organization and clarify their misunderstanding.	.39
12.	14	I actively attend organization meeting.	.41
37.	15	I show pride when representing the organization in public.	.47
38.	16	I actively promote the organization's products and services to potential users.	.39
		<b>Factor 5: Work Mindedness</b>	
		Items	
49	17	I produce highest quality of work, regardless of circumstances.	.67
52	18	I follow work rules and instructions with extreme care.	.51

54	19	I keep work area clean and neat.	.49
		<b>Factor 6: Civic Virtue</b>	
		<b>Items</b>	
7.	21	I read and keep up with the organization announcement.	.34
88	22	I make friendly relation to people in interest of my company.	.39
90	23	I utilize some creative means to complete my job effectively.	.45
91	24	I have positive attitude towards the organizational problems.	.39
92	25	I try to save time and resources by completing work earlier.	.49
93	26	I do my work at personal level.	.63
94	27	I share my power and authority to enhance subordinates skill and confidence.	.38
		<b>Factor 7: Social and Functional Participation</b>	
		<b>Items</b>	
60.	28	I frequently make creative suggestion to coworker.	-.48
61.	29	I use professional judgment to assess right/wrong for organization.	-.50
62	30	I encourage management to keep knowledge/skill current.	-.57
63	31	I encourage others to speak up at meeting.	-.62
64.	32	I help coworkers to think for themselves.	-.35
65	33	I keep well informed where opinion might benefit the organization.	-.51
		<b>Factor 8: Altruism</b>	
		<b>Items</b>	
2	34	I willingly give my time to help others.	.54
3	35	I go out of my way to help co-workers with work related problem.	.80
4	36	I frequently adjust my schedule to accommodate other employee requests for time off.	.56
5	37	I show genuine concern and courtesy toward coworker, even under the most trying business and personal situation.	.46
		<b>Factor 9: Sportsmanship</b>	Loadings
		<b>Items</b>	
27	38	I consume a lot of time complaining about trivial matters.. I consume a lot of time complaining about trivial matters.	-.58
28	39	I always find fault with what the organization is doing.	-.48
29	40	I tend to make "mountain out of molehills"(make problems bigger than they really are).	-.51
30	41	I always focus on what is wrong with my situation, rather positive side of it.	-.59
		<b>Factor 10: Individual Initiative</b>	
		<b>Items</b>	

6	42	I am willing to coordinate and communicate with colleague.	.38
14	43	I often motivate others to express their ideas and opinion.	.72
15	44	I encourage others to try new and more effective ways of doing their jobs.	.79
16	45	I encourages hesitant and quiet co-workers to voices their opinion., when they otherwise might not speak-up.	.35
17	46	I frequently communicate to co-worker suggestions on how the group can improve.	.33
		<b>Factor 11: Generalized Compliance</b>	
		<b>Items</b>	
48	47	I always come to work on time.	.58
73	48	I take undeserved breaks.	.32
77	49	I give advance notice if unable to come.	.39
78	50	My attendance at work is above the norm.	.68

**Table B 2**

*Factors and Loadings of In-Role Behavior Questionnaire*

Original item no.	Item No.	<b>Factor 1: Job Efficacy</b>	Loadings
		<b>Items</b>	
1	1	As a result of my professional knowledge, I get assigned the most difficult task in the department/ at my work place.	.51
2	2	The task that is given to me is done with needed quality and precision. The quality of work is always above the average.	.80
3	3	When the task to be performed is explained, I perform the task without error and do not need additional directions.	.67
4	4	When asked to do a job, I do it perfectly until its completion without the need to make any correction or improvement later on.	.65
5	5	I can find defects that may interfere with the performance of the job and report these to the supervisor.	.64
7	6	When encountering a problem, I am capable of identifying the source of the problem and can capable of deciding (according to the guidelines) when to solve the problem or report the problem to the supervisor.	.57
8	7	In general, I am satisfied with my performance during the current evaluation period.	.47
9	8	I adequately complete assigned duties.	.44
		<b>Factor 2: Job Sincerity</b>	
		<b>Items</b>	
10	9	My attendance at the work is above the norm.	-.78
11	10	I work cooperatively with my supervisor.	-.85

**Table B 3**

*Factors and Loadings of Impression Management Questionnaire*

Original item no.	Item No.	<b>Factor 1: Job Specific Impression Management</b>	Loadings
		<b>Items</b>	
6	1	Arrive at work early in order to well in front of your supervisor.	.53
23	2	Work hard when you know your supervisor will see the results.	.70
24	3	Let your supervisor know that you try to do a good job in your work.	.80
		<b>Factor 2: Job Outcome Credit Focused Impression Management</b>	
		<b>Items</b>	
1	4	Play up the value of a positive event that you have taken credit for.	.69
2	5	Try to make a positive event that you are responsible for appear better than it actually is.	.77
3	6	. Try to take responsibility for positive events, even when you are not solely responsible.	.64
4	7	Try to make negative event that you are responsible for not appear as severe as it actually is to your supervisor.	.41
5	8	Try to let your supervisor think that you are responsible for positive events that occur in your work group.	.47
8	9	Make your supervisor aware of your accomplishment.	.33
		<b>Factor3: Supervisory Focused Impression Management</b>	
		<b>Items</b>	
12	10	Take responsibility for negative events even when you are not solely responsible.	.30
13	11	Take an interest in your immediate supervisor's personal life.	.49
15	12	Do personal favor for your supervisor.	.81
16	13	Offer to do something for your supervisor who you were not required to do, that is, you did it as a personal favor for him/her.	.73
18	14	Compliment your immediate supervisor on his/her dress or appearance.	.57
		<b>Factor 4: Self-Focused Impression Management</b>	
		<b>Items</b>	
20.	15	Present yourself to supervisor as being a friendly person.	.84
21	16	Present yourself to your supervisor as being a polite person.	.71

**Table B 4***Factors and Loadings of Emotional Intelligence Questionnaire*

Original item no.	Item No.	<b>Factor 1: Assertiveness and Positive Self Concept</b>	Loadings
		<b>Items</b>	
12	1	I have a feeling that something is wrong with my mind.	.41
22	2	I'm unable to express my ideas to others	.31
24.	3	I lack self-confidence.	.49
25	4	I think I've lost my mind.	.52
		<b>Factor 2: Impulse Control</b>	
		<b>Items</b>	
13	5	It is a problem controlling my anger.	.61
86	6	I have strong impulses that are hard to control.	.30
117	7	I've got a bad temper.	.50
130	8	I tend to explode with anger easily.	.59
		<b>Factor 3: Positive Attitude About Life/Others</b>	
		<b>Items</b>	
125	9	I don't have good idea of what I want to do in my life.	-.33
126	10	It's difficult for me to stand up for my rights.	-.39
127	11	It's hard for me to keep things.	-.46
128	12	I don't keep in touch with others.	-.48
132	13	Before beginning something new, I usually feel that I'll fail.	-.48
		<b>Factor 4: Reality Awareness</b>	
		<b>Items</b>	
81.	14	I try to continue and develop those things that I enjoy	.33
88.	15	Even when upset, I'm aware of what's happening to me	.44
89	16	In handling situations that arise, I try to think of as many approaches as I can.	.37
112	17	I can easily pull out of daydreams and tune into the reality of the immediate situation.	.58
		<b>Factor 5: Controlled Problem Solving</b>	
		<b>Items</b>	
42	18	. My impulsiveness creates problems.	-.57
60	19	When trying to solve a problem, I look at each possibility and then decide on the best way.	-.38
73	20	. I am impatient.	-.44
78	21	I know how to keep calm in difficult situations.	-.45

Table B 5

*Factors and Loadings of Self-Management Perception and Practice Questionnaire*

Original item no.	Item No.	Factor 1: Self-Performance Perception	Loadings
		Items	
1	1	I have mastered my job.	.60
2	2	I am certain that I can do my job well.	.68
3	3	I am a high performer.	.75
4	4	My performance on my job is considered to be excellent.	.75
5	5	I am better at my job than most people in my position.	.87
6	6	I would give myself a high performance rating.	.82
7	7	My performance is better than that of the other people in my work group.	.86
8	8	. My over all job performance is excellent.	.80
		<b>Factor 2: Planning Practice</b>	
		Items	
22	9	I plan out my day before beginning to work.	.79
23	10	I try to schedule my work in advance.	.78
24	11	I plan my career carefully.	.43
25	12	I come to work early to plan my day.	.57
26	13	I use lists and agendas to structure my workday.	.73
27	14	I set specific job goals on a regular basis.	.70
28	15	I set daily goals for myself.	.75
29	16	I try to manage my time.	.67
		<b>Factor 3: Self-Efficacy Perception</b>	
		Items	
9	17	It is just not possible to do my job at the level I would like to.	.71
10	18	Other people restrict my ability to perform at my best on the job.	.83
11	19	Resources constraints prevent me from doing my best on the job.	.75
12	20	I often have little control over what happens on my job.	.60
		<b>Factor 4: Access and Catch up Activities</b>	Loadings
		Items	
31	21	I use a special place at work where I can work uninterrupted.	.68
32	22	I hold my telephone calls when I need to get things done.	.65
33	23	I come early or stay late at work to prevent distractions from interfering with my work.	.67
34	24	I take my work home with me to make sure it gets done.	.57
35	25	I come in on my days off to catch up on my work.	.67
		<b>Factor 5 : Supervisory Performance Feedback Perception</b>	

		Items	
20	26	My supervisor has perfectly made clear to me how well he/she clearly thinks I am doing on my job.	.85
21	27	My supervisor is up-front with me about how well I have actually done my job adequately.	.85
		<b>Factor 6: Emotion Management Practice</b>	
		Items	
36	28	I have learned to manage my aggressiveness with my subordinates.	.63
37	29	My facial expression and conversational tone are important in dealing with Subordinates.	.75
38	30	It's important for me to maintain a "professional" manager-subordinate relationship.	.61
39	31	I try to keep my emotions under my control.	.52
		<b>Factor 7: Self-Knowledge of Performance</b>	
		Items	
13	32	My performance rating often have little to do with how well I have actually have done my job.	.41
14	33	On my job performing poorly or well often depends a lot on luck.	.56
15	34	Performance on my job is largely out of my hands.	.60
16	35	I really just don't know how to establish performance standard for my job.	.70
18	36	. It is hard for me to tell on my own whether or not I'm doing my job adequately.	.63

**Table B 6**

*Factors and Loadings of Background Information Questionnaire*

Original item no.	Item No.	Factor 1: Seniority	Loadings
		Items	
4	1	Your age	.70
7	2	Date of joining this job	1.01
11	3	Marital Status	1.02
		<b>Factor 2: Chronological Senior by Good Career Break</b>	
		Items	
9	4	Salary on the first appointment in this Co.	.92
14	5	Birth Order	.89
		<b>Factor 3: Career Progression and Seniority</b>	
		Items	
16	6	Number of promotions in this organization	.88
17	7	Where did you spend your childhood ?	.84



**Table B 7**

*Factors and Loadings of Work Locus of Control Questionnaire*

Original Item no.	Item No.	<b>Factor 1: Luck</b>	Loadings
		<b>Items</b>	
5	1	Getting the job you want is mostly a matter of luck.	.91
6	2	Making money is primarily is matter of good fortune.	.73
9	3	Promotions are usually a matter of good fortune.	.68
13	4	It makes a lot of luck to be an outstanding employee on the most jobs.	.52
16	5	The main difference between people who make a lot of money and people who make a little money is luck.	.70
		<b>Factor 2: Action Initiative</b>	
		<b>Items</b>	
1	6	A job is what you make of it.	.73
2	7	On most jobs, people can pretty much accomplish whatever they set out to accomplish.	.84
	8	If you know what you want out of a job, you can find a job that gives it to you.	
4	9	If employees are unhappy with a decision made by boss, they should do something about it.	.79
7	10	Most people are capable of doing their jobs well if they make the effort.	.49
		<b>Factor 3: Significant Others</b>	
		<b>Items</b>	
8	11	In order to get a really good job you need to have family members or friends in high places.	.69
10	12	When it comes to landing a really good job, whom you know is more important then what you know.	.87
12	13	To make a lot of money you have to know the right people.	.76
15	14	Most employees have more influence on their supervisors then they think they do.	.35
		<b>Factor 4: Effort</b>	
		<b>Items</b>	
11	15	Promotions are given to employees who perform well on the job.	.78
14	16	People who perform their jobs well generally get rewarded for it.	.60

**Table B 8**

*Factors and Loadings of Social Power Questionnaire*

Original Item No.	Item No.	<b>Factor 1: Intra-Work Reward Power</b>	Loadings
		<b>Items</b>	
10	1	I praise them verbally for their good performance.	.63
11	2	I recommend for promotion the names of those who perform well.	.66
12	3	I promise to help them in their career advancement if they work hard.	.50
13	4	I go from table to table and encourage my non-managerial staff to work hard.	.39
14	5	I use words, which make them feel good.	.59
		<b>Factor 2: Coercive Power</b>	
		<b>Items</b>	
1	6	I sulk when they work unsatisfactorily.	.69
2	8	I write adverse confidential reports of those who work unsatisfactorily.	.72
	9	I threaten them with getting fired if the directions are not followed.	
4	10	I at times shout at them in front of others.	.74
5	11	I make them stay beyond working hours.	.70
6	12	I show indifference to those whose performance is not good.	.77
7	13	I try for the transfer of those staff whose performance is not good.	.67
8	14	I keep a record of their mistakes.	.65
9	15	I make them take work home if they could not finish it during office hours.	.60
		<b>Factor 3: Information Power</b>	
		<b>Items</b>	
25	16	I know the internal politics of the head office.	-.83
26	17	I know a number of influential people in this area.	-.87
27	18	I know resourceful persons at the head office.	-.85
28	19	I help them in career planning.	-.66
29	20	I have influence over the head office.	-.78
30	21	I am on good terms with the officers at the head office.	-.79
31	22	I am on good terms with the union leaders.	-.58
		<b>Factor 4: Extra-Work Reward Power</b>	<b>Loadings</b>
		<b>Items</b>	
15	23	I get extra work from them by providing light refreshment once in a while.	-.80
16	24	I encourage them to discuss with him even their personal problems.	-.55
17	25	I do personal favors for them.	-.78

18	26	I go out of my way to help them when they need it.	-.73
		<b>Factor 5: Legitimate Power</b>	
		<b>Items</b>	
21	27	20. I make them recognize my authority.	-.60
	28	I maintain a formal relationship.	-.60
	29	I simply order them to do what is required.	
23	30	I work according to rules and regulations.	-.60
24	31	I have authority because of my position.	-.78
		<b>Factor 6: Referent Power</b>	
		<b>Items</b>	
35	32	I politely persuade them to complete their work.	.36
36	33	I believe that my staff generally think well of me.	.79
37	34	My non-managerial staff knows that I like them.	.79
38	35	I consider them as nice persons.	.76
39	36	I trust them.	.82
40	37	They trust me.	.90
		<b>Factor 7: Expert Power</b>	
		<b>Items</b>	
32	38	I prove my knowledge and skills as and when required.	-.83
33	39	I show my knowledge of rules and regulations when required.	-.82
34	40	Sometimes I explain to them how to work in a better way.	-.79

**Table B 9**

*Factors and Loadings of Ingratiation Questionnaire*

Original Item no.	Item No.	<b>Factor 1: Opinion Conformity</b>	Loadings
		<b>Items</b>	
7	1	I express work attitudes that are similar to my supervisor's as a way of letting him/her know that the two of us are alike.	.33
9	2	I exaggerate his/her admirable qualities to convey the impression that I think highly of him/her.	.34
11	3	I try to imitate such work behaviors of my supervisor as working late or occasionally working on weekends.	.50
12	4	I look for opportunities to let the supervisor know my virtues/strengths.	.45
13	5	I ask my supervisor for advice in areas in which I think he/she is smart to let him/her feel that I admire his/her task.	.48
14	6	I try to do things for my supervisor that shows my selfless generosity.	.56
15	7	I look out opportunities to admire my supervisor.	.71
16	8	I let my supervisor know the attitude I share with him/her.	.68

17	9	I compliment my supervisor on his/her achievement, however trivial it may actually be to my personality.	
18	10	I laugh heartily at my supervisor's jokes even when they are not really funny. .5118. I laugh heartily at my supervisor's jokes even when they are not really funny.	.51
19	11	I go out of my way to run an errand (assignment) for my supervisor.	.33
		<b>Factor 2: Other Enhancement/Opinion Conformity</b>	
		<b>Items</b>	
1	12	I impress upon my supervisor that only he/she can help me in a given situation only to make him/her feel good about himself/herself.	.73
2	13	I show him/her that I share my enthusiasm about my new idea even when I may not actually like it.	.79
3	14	I try to let him/her know that I have a reputation for being liked. .68 3. I try to let him/her know that I have a reputation for being liked.	.68
6	15	I give frequent smiles to express enthusiasm/interest about something that he/she is interested in even if I do not like.	.36
		<b>Factor 3: Favor Rendering</b>	
		<b>Items</b>	
20	16	I offer to help my supervisor by using my personal contacts.	-.48
22	17	I volunteer to be of help to my supervisor in matters like locating a good apartment, finding a good insurance agent, etc.	-.79
23	18	I spend time listening to my supervisor's personal problems even if I have no interest in them.	-.68
24	19	I volunteer to help my supervisor in his/her work even if it means extra work for me.	.36
		<b>Factor 4: Other Enhancement/Self-Presentation</b>	
		<b>Items</b>	
4	20	I try to make sure that I am aware of his/her successes.	.40
5	21	I highlight the achievements made under his/her leadership in a meeting not being attended by him/her.	.55
8	22	I tell him/her that I can learn a lot from his/her experience.	.51
21	23	Present yourself to your supervisor as being a polite person.	.36

**Table B 10***Factors and Loadings of Job Satisfaction Questionnaire*

Original Item no.	Item No.	Factor : Job Satisfaction	Loadings
		Items	
1	1	Working for this organization is vary satisfying to me.	.83
2	2	I am satisfied with my job.	.93
3	3	All things considered, I am satisfied with my current job.	.92

**Table B 11***Factors and Loadings of Career Orientation Questionnaire*

Original Item no.	Item No.	Factor : Career Orientation	Loadings
		Items	
1	1	I took this job as a steeping stone to a better job with another organization.	.57
2	2	I expect to work for a variety of different organizations in my career.	.91
3	3	I do not expect to change organizations during my career.	.35
4	4	There are many career opportunities I expect to explore after leave my present employer.	.63
5	5	I am really looking for an organization to spend my career with.	.58

**Table B 12***Factors and Loadings of Personal Effectiveness Questionnaire*

Original Item no.	Item No.	Factor : Personal Effectiveness	Loadings
		Items	
1	1	How effective you are at getting things done on the job	.77
2	2	How effective you are at helping you get things done on the job	.70
3	3	How effective you are at arranging for work to go as smoothly as possible	.81
4	4	How effective you are at coping with unexpected problem.	.66

**Table B 13**

*Factors and Loadings of Organizational Commitment Questionnaire*

Original Item no.	Item No.	Factor 1: Sense of Belonging / Affective Commitment	Loadings
		Items	
1	1	I do not feel a strong sense of belonging to my organization.	.94
2	2	I do not feel "emotionally attached" to this organization.	.96
4	3	I do not feel like "part of the family" at this organization.	.80
		<b>Factor 2: Continuance Commitment</b>	
		Items	
9	4	Right now, staying with my organization is a matter of necessity as much as desire.	.48
10	5	One of the major reasons as continue to work for this organization is that leaving would require considerable personal sacrifice another organization may not match the overall benefits I have.	.73
11	6	I feel I have too few options to consider leaving this organization.	
12	7	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	.72
13	8	I would be very hard for me to leave my organization right now, even if I wanted to.	.74
14	9	Too much in my life would be disrupted if I decided I wanted to leave this my organization now.	.76
15	10	It wouldn't be too costly for me to leave my organization in the near future.	.46
16	11	I am not afraid of what might happen if I quit my job without having another one lined up.	.32
		<b>Factor 3: Normative Commitment</b>	
		Items	
19	12	One of the major reasons I continue to work for the organization is that I believe that loyalty is important and therefore I feel a sense of moral obligation to remain.	.60
20	13	Things were better in the days when people stayed with one organization for most of their career.	.68
		<b>Factor 4: Organizational Attraction / Affective Commitment</b>	
		Items	

3	14	This organization has a great deal of personal meaning for me.	.58
5	15	I would be very happy to spend the rest of my career with this organization.	.67
6	16	I enjoy discussing my organization with people outside it.	.74
7	17	I really feel as if this organization's problems are my own.	.74
8	18	I think I could easily become as attached to another organization as I am to this one.	.43

**Table B 14**

*Factors and Loadings Work Recognition Questionnaire*

Original Item no.	Item No.	Factor : Work Recognition	Loadings
		Items	
2	1	Written certificate/citation	.80
3	2	Awards	.80
4	3	Monetary rewards	.67
5	4	General acclaim	.44

**Table B 15**

*Factors and Loadings of Reputational Effectiveness Questionnaire*

Original Item no.	Item No.	Factor : Reputational Effectiveness	Loadings
		Items	
1	1	Overall to what extent do you feel that you are performing your job the way you would like to be performed.	.83
2	2	To what extent you met your expectations in your managerial role and responsibilities.	.79
3	3	If you had your way to what extent you would change the manner in which you are doing the job.	.55

**Table B 16**

*Factors and Loadings of General Health Questionnaire*

Original Item no.	Item No.	Factor 1: Sense of Accomplishment and Contribution	Loadings
		Items	
1	1	Have you recently been able to concentrate on whatever you are doing?	.58
3	2	Have you recently been felt that you are playing a useful part in things?	.81
4	3	Have you recently been felt capable of making decisions about things ?	.86

7	4	Have you recently been able to enjoy normal day to day activities?	.48
8	5	Have you recently been able to face up to your problems?	.61
12	6	Have you recently been feeling reasonably happy all things considered?	.68
		<b>Factor 2: Botheration Free Existence</b>	
		<b>Items</b>	
2	7	Have you recently been lost much sleep over worry?	.75
5	8	Have you recently been felt constantly under strain?	.79
6	9	Have you recently been felt you couldn't overcome your difficulties?	.60
9	10	Have you recently been feeling unhappy and depressed?	.67
10	11	Have you recently been losing confidence in you?	.63
11	12	Have you recently been thinking yourself as worthless people?	.51

**Table B 17**

*Factors and Loadings of Perceived Job Mobility Questionnaire*

Original Item no.	Item No.	<b>Factor : Perceived Job Mobility</b>	Loadings
		<b>Items</b>	
1	1	I have many jobs to choose besides this job.	.71
2	2	The jobs I can find are much better than this job.	.88
3	3	The way of occupying my time would be more ideal if I worked elsewhere.	.79
4	4	It is easy for me to find suitable job elsewhere.	.81

**Table B 18**

*Factors and Loadings of Turnover Intention Questionnaire*

Original Item no.	Item No.	<b>Factor : Turnover Intention</b>	Loadings
		<b>Items</b>	
2	1	I often think leaving the organization.	.88
3	2	It is very possible that I will look for new jobs next year.	.88

**Table B 19**

*Factors and Loadings of Vertical Trust Questionnaire*

Original Item no.	Item No.	<b>Factor : Vertical Trust</b>	Loadings
		<b>Items</b>	
1	1	I am not sure I fully trust my employer.	-.54
2	2	My employer is open and up-front with me.	.75



3	3	I believe my employer has a high integrity.	.83
4	4	In general, I believe my employer's motive and intentions are good.	.76
5	5	My employer is not always honest and truthful.	-.45
6	6	I don't think my employer treats me fairly.	-.61
7	7	I can expect my employer to treat me in a consistent and predictable manner.	.43

**Table B 20**

*Factors and Loadings of Organizational Effectiveness Questionnaire*

Original Item no.	Item No.	<b>Factor 1: Profit and Growth Related Organizational Effectiveness</b>	Loadings
		<b>Items</b>	
5	1	Total gross profit of the organization.	.87
6	2	Profits as percentage as of total size.	.79
7	3	Amount of money paid to each shareholder in organization.	.83
8	4	Growth in profits.	.94
9	5	Growth in number of products and services offered.	.59
10	6	Growth into new location.	.58
11	7	Growth in revenue.	.83
21	8	Satisfaction/Commitment	.43
		<b>Factor 2: Resources Acquisition Related Organizational Effectiveness</b>	
		<b>Items</b>	
12	9	Capital (In terms of money)	-.83
13	10	Raw material	-.88
14	11	Quantity	
15	12	Form	-.77
16	13	Money	-.84
20	14	New Ideas	-.56
		<b>Factor 3: Perceived Organizational Effectiveness</b>	
		<b>Items</b>	
1	15	How effective is your organization as whole at running smoothly with minimum of confusion.	.68
2	16	How effective is your organization as whole at getting things done it is supposed to do.	.68
3	17	How effective is your organization as whole at helping people who work get their job done.	.76
4	18	How effective is your organization as whole at coping with unexpected problem.	.62
		<b>Factor 4: Human Resources Acquisition Related Organizational Effectiveness</b>	
		<b>Items</b>	
17	19	People	-.71
18	20	Position	-.65
19	21	Number	-.60

**Table B 21***Factors and Loadings of Organizational Productivity Questionnaire*

Original Item no.	Item No.	Factor : Organizational Productivity	Loadings
		Items	
2	1	Experimentation and innovation have decreased among employees.	.51
3	2	Conflict is increasing among our employees.	.73
4	3	Morale is decreasing among employees in our organization.	.82
5	4	Criticism and complaints by employees directed at management team members are increasing.	.80

**Table B 22***Factors and Loadings of Organizational Structure Questionnaire*

Original Item No.	Item No.	Factor 1: Formalization	Loadings
		Items	
25	1	The organization has a very large number of written rules and policies.	.40
26	2	A "rules and procedures" manual exists and is readily available within this organization.	.65
27	3	There is a formal orientation program for most new members of the organization.	.65
28	4	Clear Written goals and objectives exist in for job.	.76
29	5	In this organization performance appraisals are based on written standard.	.47
30	6	Written schedule, programs and work specification are avoidable in to guide me on my job.	.52
31	7	My duties, authority and accountability are documented in policies, procedures and job descriptions.	.33
		<b>Factor 2: Centralization</b>	
		<b>Items</b>	
6	8	A person who wants to make his own decision would be quickly discouraged.	.59
7	9	Even small matters to be referred to someone higher up for a final answer.	.69
8	10	I have to ask my boss before I do almost anything.	.71
9	11	Any decision I make has to have my boss' approval.	.70

10	12	This organization can be characterized as highly centralized.	.57
		<b>Factor 3: Participation</b>	
		<b>Items</b>	
1	13	How frequently do you usually participate in the decision on the adoption of new programs?	.87
2	14	How frequently do you usually participate in decisions on adoption of new policies? 85	.85
3	15	How frequently do you usually participate in the decision to hire new staff? 63	.63
4	16	How frequently do you usually participate in the decisions on the promotions of any of the professional staff? 71	.71
		<b>Factor 4: Innovation</b>	
		<b>Items</b>	
35	17	Most jobs around here have something-new happening everyday.	.96
36	18	There is something different to do everyday, at this place.	.86
		<b>Factor 5 Rule Observation</b>	
		<b>Items</b>	
17	19	The employees here are constantly being checked for rule violations.	-.76
18	20	People here feel they are constantly being watched to see that they obey all the rules.	.79
		<b>Factor 6: Job Autonomy</b>	
		<b>Items</b>	
14	21	How things are done here is left up to persons doing the work.	.71
15	22	How things are done here is left up to persons doing the work.	.84
16	23	Most people here make their own rules on the job.	.49
		<b>Factor 7: Job Specificity</b>	
		<b>Items</b>	
19	24	Whatever situations arises we have procedures to follow in dealing with it.	-.35
20	25	Everyone has a specific job to do.	-.31
21	26	Going through proper channels is constantly stressed.	-.47
22	27	This organization keeps written records of everyone's job performance.	-.41
23	28	We are to follow strict operating procedures at all times.	-.70
24	29	Whenever we have a problem we are supposed to go to the same person for an answer.	-.61

**Table B 23**

*Factors and Loadings of Organizational Support Questionnaire*

Original Item No.	Item No.	Factor 1: Organizational Supportiveness	Loadings
		Items	
	1	The organization values my contribution to its well being.	.40
	2	The organization would understand a long absence due to my illness.	.34
	3	Help is available from the organization when I have a problem.	.70
	4	The organization really cares about my well being.	.75
	5	The organization is willing to extend itself in order to help me perform my job to the best of my ability.	.63
	6	The organization is willing to help me when I need a special favor.	.47
	7	The organization cares my general satisfaction at work.	.35
		<b>Factor 2: Caring Attitude of Organization</b>	
		Items	
	8	The organization strongly considers my goals and values.	.44
	9	If decided to quit, the organization would try to persuade me to stay.	.48
	10	The organization cares about my opinion.	.45
	11	The organization takes pride in my accomplishments at work.	.56
	12	If the organization earned a greater profit, it would consider increasing my salary.	.35
	13	The organization wishes to give me the best possible job for which I am qualified.	.49
	14	The organization tries to make my job as interesting as possible.	.51
	15	My supervisor is proud that I am a part of this organization.	.64
		<b>Factor 3: Appreciation of Effort</b>	
		Items	
	16	The organization fails to appreciate any extra effort from me.	.40
	17	The organization disregards my best interests when it makes decisions that affect me.	.43
	18	The organization shows very little concern for me.	.30
	19	The organization cares more about making a profit than about me.	.57
	20	The organization is unconcerned about paying me what I deserve.	.49

**Table B 24**

*Factors and Loadings of Violation of Psychological Contract Questionnaire*

Original Item no.	Item No.	Factor 1:Employee Development (O)	Loadings
		Items	
4	1	Training	.76
5	2	Job Security	.71
6	3	Development	.81
7	4	Support	.54
		<b>Factor 2: Pay and Promotion (O)</b>	
		Items	
1	5	Advancement	.69
2	6	High Pay	.76
3	7	Merit Pay	.48
		<b>Factor 3:Employee Development (E)</b>	
		Items	
19	8	Training	.70
21	9	Development	.81
22	10	Support	.53
		<b>Factor 4: Pay, Promotion and Security(E)</b>	
		Items	
16	11	Advancement	.76
17	12	High Pay	.84
18	13	Merit Pay	.53
20	14	Job Security	.53

Note: O = Organization, E = Employees

## Appendix C

*Intercorrelations, Means, Number of Items, Standard Deviations, Cronbach's Alphas Reliability Coefficients (across the diagonal for the respective variables or factor analytically derived dimensions) pertaining to Variables*

	Vari.	M (Items)	SD	1 ES	2 COR	3 CT	4 OP	5 WM	6 CV
1	ES	16.15 (4)	2.56	0.88	0.32	0.36	0.5	0.41	0.6
2	COR	21.14 (5)	2.97	0.32	0.83	0.2	0.33	0.27	0.3
3	CT	7.79 (2)	1.75	0.36	0.2	0.7	0.25	0.21	0.3
4	OP	19.85 (5)	3.11	0.5	0.33	0.25	0.76	0.42	0.56
5	WM	11.85 (3)	1.92	0.41	0.27	0.21	0.42	0.71	0.41
6	CV	27.20 (7)	0.25	0.6	0.3	0.3	0.56	0.41	0.71
7	SFP	22.08 (6)	3.7	0.56	0.21	0.13	0.5	0.4	0.56
8	ALT	14.88 (4)	0.16	0.38	0.02	0.2	0.37	0.22	0.38
9	SPO	15.42 (4)	2.94	0.14	0.47	0.03	0.21	0.09	0.15
10	INI	19.24 (5)	2.77	0.55	0.19	0.25	0.48	0.3	0.46
11	GC	16.57 (4)	2.43	0.4	0.38	0.47	0.4	0.43	0.35
12	JEF	34.40 (9)	4.72	0.52	0.15	0.27	0.37	0.37	0.46
13	JSIN	8.24 (2)	1.3	0.42	0.29	0.33	0.32	0.32	0.34
14	JSIM	9.74 (3)	2.85	0.1	0.01	0.07	0.12	0.28	0.19
15	JOIM	17.56 (6)	4.16	0.23	-0.03	0.06	0.17	0.16	0.14
16	SUFIM	15.99 (6)	4.32	-0.02	-0.24	-0.08	0	0.13	0
17	SEFIM	6.95 (2)	1.67	0.14	0.08	0.08	0.12	0.3	0.22
18	APSC	17.06 (4)	2.99	0.22	0.34	0.11	0.21	0.1	0.18
19	IC	14.25 (4)	3.27	0.04	0.15	0.09	0.07	-0.03	0.06
20	PAL	19.06 (5)	3.58	0.3	0.37	0.11	0.24	0.18	0.14
21	RA	15.71 (4)	2.46	0.39	0.19	0.17	0.26	0.28	0.44
22	CPS	15.19 (4)	2.81	0.28	0.2	0.19	0.16	0.12	0.14
23	STY	37.28 (3)	178.08	0.07	0.09	0.01	0.01	0.08	0.07
24	GCB	21905.79 (2)	11616.54	0.03	0.05	0.05	0.1	-0.07	-0.06
25	CPU	7.43 (2)	1.83	0	0.01	0.05	0.05	0.02	0
26	LK	13.59 (5)	4.09	-0.12	-0.08	-0.11	-0.11	-0.04	-0.1
27	AI	11.37 (2)	3.8	-0.22	-0.16	-0.07	-0.17	-0.12	-0.19
28	SO	11.35 (3)	2.64	-0.09	-0.14	-0.08	-0.12	-0.07	-0.05
29	EFT	4.83 (2)	1.75	-0.18	-0.15	-0.1	-0.2	-0.08	-0.14
30	SPP	31.22 (8)	4.72	0.49	0.18	0.18	0.39	0.41	0.46
31	PP	11.98 (8)	3.32	-0.09	0.27	-0.02	0.01	-0.04	-0.05
32	SEPC	29.01 (4)	5.17	0.31	0.11	0.2	0.34	0.27	0.39
33	ACPR	13.50 (5)	3.65	0.03	-0.18	0.03	0.08	0.14	0.03
34	SPFPC	6.80 (2)	1.73	0.16	0.01	0.03	0.11	0.13	0.14
35	EMPR	18.37 (4)	2.96	0.47	0.21	0.26	0.37	0.34	0.4
36	SKP	21.08 (5)	3.74	0.1	0.36	0.08	0.08	0.08	0.14
37	IWRP	15.79 (5)	2.39	0.52	0.24	0.23	0.37	0.3	0.44
38	CP	21.60 (9)	6.89	-0.05	-0.19	-0.13	-0.07	-0.07	-0.15
39	IP	19.12 (7)	6.46	0.13	-0.07	0	0.09	-0.05	0.04
40	EWRP	13.99 (4)	3.13	0.22	-0.06	0.03	0.13	0.12	0.19
41	LP	17.04 (5)	3.45	0.14	-0.1	0.05	0.12	0.16	0.12
42	RP	23.43 (6)	3.61	0.47	0.19	0.21	0.4	0.31	0.48
43	EP	11.88 (3)	2.01	0.49	0.16	0.07	0.38	0.31	0.39
44	OC	25.66 (11)	6.44	0.06	-0.12	-0.01	0.06	0.21	0.01
45	OEOC	10.79 (4)	3.13	-0.02	-0.23	-0.08	0	0.13	-0.03
46	FR	11.59 (4)	3.49	0.1	-0.23	-0.08	0.12	0.16	0.11

47	OESP	12.68(4)	3.08	0.32	0.02	0.08	0.27	0.3	0.29
48	JS	10.43(3)	2.86	0.12	0.11	-0.05	0.2	0.02	0.13
49	RE	9.61(3)	1.29	0.2	0.1	0.13	0.14	0.07	0.14
50	WR	10.68(4)	3.72	-0.04	-0.01	-0.05	-0.04	-0.15	-0.09
51	SA	9.82(3)	3.7	-0.02	0.18	0.01	0.14	0.02	0.09
52	CCC	24.69(8)	4.4	-0.02	-0.18	-0.09	-0.02	-0.04	0.05
53	NC	6.71(2)	1.89	0.18	0.05	0	0.19	-0.04	0.16
54	OA	15.30(5)	3.78	0.02	0.06	-0.01	0.24	-0.03	0.17
55	JE	15.89(4)	2.27	0.51	0.16	0.17	0.36	0.32	0.42
56	CO	16.34(5)	3.88	0.25	0.01	0.08	0.08	0.14	0.13
57	SAC	21.46(6)	3.92	0.32	0.25	0.15	0.35	0.25	0.25
58	BFE	22.38(6)	4.13	0.12	0.31	0.08	0.16	0.13	0.11
59	PJM	12.62(4)	3.31	0.21	-0.14	0.08	0.07	0.09	0.09
60	TI	5.65(2)	2.23	0.17	-0.16	0.03	-0.09	0.03	0.01
61	VT	24.45(7)	5.34	0.11	0.16	0.05	0.23	0	0.16
62	PGOE	25.14(8)	7.6	0.01	-0.07	-0.13	0.05	0.03	0.01
63	RAOE	21.87(6)	4.88	0.15	0	0.01	0.07	0.1	0.09
64	POE	13.38(4)	3.48	0.04	0	0.02	0.18	0.05	0.08
65	HROE	9.99(3)	2.99	0.08	-0.02	-0.04	0.1	0.02	0.05
66	OPRO	12.85(4)	3.47	-0.13	0.16	-0.12	0.02	-0.09	-0.04
67	SZ	2389.57(2)	1949.99	-0.08	-0.04	0.01	-0.11	0.05	-0.1
68	ICVS	1.56(2)	0.49	-0.06	-0.08	-0.16	-0.08	-0.13	-0.07
69	OU	3.10(6)	1.64	-0.03	-0.06	-0.14	0.01	-0.13	-0.03
70	FLN	21.34(7)	5.13	0.09	-0.14	-0.11	0.15	0.1	0.07
71	CLN	17.88(5)	3.72	0.21	-0.17	0.09	0.1	0.16	0.07
72	PTN	11.39(4)	3.72	0.07	0.01	0.05	0.2	-0.07	0.05
73	INN	5.60(2)	2.04	-0.05	-0.23	-0.07	-0.07	0	-0.06
74	ROB	6.24(2)	1.78	-0.01	-0.12	0	0.02	0.14	-0.05
75	JAUT	8.18(2)	2.36	-0.05	-0.2	-0.13	-0.08	0.01	-0.06
76	JSPC	19.60(3)	4.11	0.14	-0.03	0.07	0.17	0.24	0.08
77	OSUP	22.94(7)	5.23	0.11	0.07	0	0.22	0	0.14
78	CAO	25.25(8)	5.74	0.17	0.07	0.02	0.25	-0.02	0.16
79	AOE	15.79(5)	3.96	-0.06	0.18	-0.11	0.04	-0.15	0.01
80	ED(O)	10.62(4)	3.55	0.01	0	-0.02	0.04	-0.1	-0.05
81	PP(O)	10.64(3)	3.09	-0.08	-0.07	0.02	-0.05	-0.13	-0.14
82	ED(E)	13.70(4)	2.31	-0.04	0.06	0.04	-0.04	0.1	0.07
83	PPS(E)	12.26(3)	2.87	0.02	-0.03	-0.01	0.02	-0.12	-0.11

		7	8	9	10	11	12	13	14
	Vari.	SFP	ALT	SPO	INI	GC	JEF	JSIN	JSIM
1	ES	0.56	0.38	0.14	0.55	0.4	0.52	0.42	0.1
2	COR	0.21	0.02	0.47	0.19	0.38	0.15	0.29	0.01
3	CT	0.13	0.2	0.03	0.25	0.47	0.27	0.33	0.07
4	OP	0.5	0.37	0.21	0.48	0.4	0.37	0.32	0.12
5	WM	0.4	0.22	0.09	0.3	0.43	0.37	0.32	0.28
6	CV	0.56	0.38	0.15	0.46	0.35	0.46	0.34	0.19
7	SFP	0.84	0.43	0.19	0.5	0.3	0.5	0.32	0.11
8	ALT	0.43	0.75	-0.03	0.51	0.17	0.36	0.21	0.09
9	SPO	0.19	-0.03	0.7	0.15	0.25	0.11	0.09	-0.18
10	INI	0.5	0.51	0.15	0.79	0.3	0.42	0.28	0.08
11	GC	0.3	0.17	0.25	0.3	0.7	0.41	0.49	0.13
12	JEF	0.5	0.36	0.11	0.42	0.41	0.88	0.6	0.1
13	JSIN	0.32	0.21	0.09	0.28	0.49	0.6	0.83	0.12
14	JSIM	0.11	0.09	-0.18	0.08	0.13	0.1	0.12	0.78
15	JOIM	0.2	0.03	-0.2	0.12	0.08	0.17	0.14	0.45
16	SUFIM	0.04	0.09	-0.24	0.18	-0.12	0.02	-0.06	0.35
17	SEFIM	0.29	0.04	0.01	0.23	0.17	0.2	0.16	0.4

18	APSC	0.27	0.11	0.24	0.21	0.18	0.25	0.18	-0.21
19	IC	0.18	0	0.26	0.12	0.06	0.09	0.08	-0.11
20	PAL	0.29	0.03	0.33	0.2	0.11	0.18	0.16	-0.27
21	RA	0.34	0.24	0.09	0.32	0.2	0.36	0.25	0.09
22	CPS	0.2	0.04	0.19	0.24	0.18	0.27	0.23	-0.08
23	STY	0.06	0.01	0.01	0.01	0.07	0.02	0.05	0
24	GCB	0.16	0.06	0.13	0.02	0.08	0.14	0.06	-0.14
25	CPU	0.11	-0.01	0.02	-0.03	0.02	0.11	0.09	0.08
26	LK	-0.06	-0.03	-0.2	-0.06	-0.12	-0.09	-0.13	0.14
27	AI	-0.22	-0.18	-0.07	-0.22	-0.11	-0.33	-0.26	-0.07
28	SO	-0.07	0.04	-0.24	-0.02	-0.14	-0.14	-0.15	0.22
29	EFT	-0.21	-0.15	-0.15	-0.22	-0.2	-0.28	-0.17	-0.03
30	SPP	0.4	0.27	0.06	0.31	0.27	0.63	0.47	0.19
31	PP	-0.11	-0.15	0.22	-0.08	0.11	-0.05	0.06	-0.1
32	SEPC	0.27	0.19	-0.01	0.27	0.15	0.38	0.3	0.15
33	ACPR	0.08	0.11	-0.21	0.04	-0.04	-0.03	-0.12	0.23
34	SPFPC	0.14	0.09	0.01	0.12	0.05	0.29	0.16	0.15
35	EMPR	0.43	0.26	0.11	0.34	0.38	0.49	0.4	0.16
36	SKP	0.13	-0.05	0.31	0.07	0.23	0.16	0.23	-0.14
37	IWRP	0.44	0.28	0.2	0.35	0.29	0.52	0.4	0.11
38	CP	0	0.05	-0.2	-0.08	-0.18	-0.14	-0.1	0.07
39	IP	0.11	0.12	-0.06	0.06	-0.13	0.02	-0.05	-0.05
40	EWRP	0.27	0.23	0.04	0.24	0.04	0.23	0.1	0.11
41	LP	0.11	0.13	-0.16	0.15	-0.01	0.3	0.1	0.25
42	RP	0.38	0.28	0.12	0.36	0.31	0.52	0.4	0.16
43	EP	0.43	0.34	0.1	0.39	0.16	0.52	0.33	0.07
44	OC	0.08	0.03	-0.27	0.09	0	0.1	0	0.45
45	OEOC	0.02	0	-0.31	0.05	-0.07	0	0.01	0.53
46	FR	0.17	0.2	-0.13	0.19	0.02	0.2	0	0.35
47	OESP	0.38	0.22	-0.08	0.3	0.13	0.28	0.13	0.44
48	JS	0.15	0.04	0.09	0.1	0.1	0.3	0.17	-0.06
49	RE	0.14	0.1	0.15	0.22	0.09	0.26	0.12	-0.06
50	WR	-0.05	0.03	-0.02	-0.05	-0.12	-0.04	-0.06	0.05
51	SA	0.05	0.04	0.14	0.03	0.12	0	0.06	-0.07
52	CCC	0.03	0.06	-0.14	0.05	-0.09	0.05	0.04	0.16
53	NC	0.13	0.24	0.05	0.13	0.04	0.21	0.14	0.05
54	OA	0.13	0.1	0.16	0.07	0.11	0.12	0.05	-0.1
55	JE	0.51	0.34	0.1	0.44	0.27	0.65	0.38	0.06
56	CO	0.22	0.19	-0.14	0.13	0.1	0.14	0.13	0.17
57	SAC	0.33	0.2	0.17	0.29	0.22	0.42	0.31	-0.05
58	BFE	0.17	-0.04	0.31	0.11	0.15	0.18	0.17	-0.15
59	PJM	0.22	0.21	-0.15	0.19	0.06	0.27	0.09	0.13
60	TI	0.06	0.18	-0.24	0.06	-0.01	0.01	0.01	0.1
61	VT	0.2	0.1	0.23	0.19	0.14	0.2	0.13	-0.08
62	PGOE	0.02	0	0.02	-0.1	0.03	0.08	0.01	0.01
63	RAOE	0.12	0	0.02	0.04	0.11	0.21	0.17	0.11
64	POE	0.06	-0.02	0.06	0.1	0.15	0.25	0.11	0.07
65	HROE	0.13	0.02	-0.01	0.04	0.01	0.12	0.08	-0.01
66	OPRO	-0.05	-0.08	0.31	-0.04	0.04	-0.06	0.02	-0.07
67	SZ	-0.05	-0.05	0.05	-0.13	0.07	0.05	-0.02	0.05
68	ICVS	-0.12	-0.07	-0.16	-0.05	-0.07	-0.06	-0.11	0.06
69	OU	-0.06	-0.02	-0.13	-0.01	-0.06	-0.06	-0.06	0.01
70	FLN	0.11	0.07	-0.11	0.07	0.07	0.24	0.06	0.11
71	CLN	0.05	0.26	-0.24	0.08	0.04	0.1	-0.01	0.2
72	PTN	0.17	-0.02	0.1	0.09	-0.01	0.07	-0.03	-0.02
73	INN	0.13	0.02	-0.01	-0.03	-0.1	0.15	-0.11	0.03
74	ROB	-0.01	0.05	-0.16	-0.01	0.05	0.19	0.04	0.18



75	JAUT	0.05	0.02	-0.14	-0.07	-0.15	0	-0.09	0.05
76	JSPC	0.07	0.11	-0.07	0.17	0.14	0.25	0.14	0.09
77	OSUP	0.19	0.12	0.16	0.15	0.08	0.21	0.09	-0.07
78	CAO	0.17	0.15	0.11	0.16	0.05	0.25	0.15	-0.08
79	AOE	0.03	-0.09	0.26	0.02	-0.02	-0.05	-0.04	-0.2
80	ED(O)	-0.03	-0.06	-0.02	-0.14	0.04	-0.03	0.06	-0.06
81	PP(O)	0	-0.06	0.07	-0.21	0.07	-0.06	0.02	-0.09
82	ED(E)	0.05	0.13	0.06	0.09	0.01	0.04	0	0.01
83	PPS(E)	-0.01	-0.02	0.05	-0.06	0.03	-0.06	-0.05	-0.13

	Vari.	15 JOIM	16 SUFIM	17 SEFIM	18 APSC	19 IC	20 PAL	21 RA	22 CPS
1	ES	0.23	-0.02	0.14	0.22	0.04	0.3	0.39	0.28
2	COR	-0.03	-0.24	0.08	0.34	0.15	0.37	0.19	0.2
3	CT	0.06	-0.08	0.08	0.11	0.09	0.11	0.17	0.19
4	OP	0.17	0	0.12	0.21	0.07	0.24	0.26	0.16
5	WM	0.16	0.13	0.3	0.1	-0.03	0.18	0.28	0.12
6	CV	0.14	0	0.22	0.18	0.06	0.14	0.44	0.14
7	SFP	0.2	0.04	0.29	0.27	0.18	0.29	0.34	0.2
8	ALT	0.03	0.09	0.04	0.11	0	0.03	0.24	0.04
9	SPO	-0.2	-0.24	0.01	0.24	0.26	0.33	0.09	0.19
10	INI	0.12	0.18	0.23	0.21	0.12	0.2	0.32	0.24
11	GC	0.08	-0.12	0.17	0.18	0.06	0.11	0.2	0.18
12	JEF	0.17	0.02	0.2	0.25	0.09	0.18	0.36	0.27
13	JSIN	0.14	-0.06	0.16	0.18	0.08	0.16	0.25	0.23
14	JSIM	0.45	0.35	0.4	-0.21	-0.11	-0.27	0.09	-0.08
15	JOIM	0.76	0.18	0.23	-0.05	-0.07	-0.04	0.06	-0.01
16	SUFIM	0.18	0.76	0.42	-0.2	-0.11	-0.22	0.06	-0.11
17	SEFIM	0.23	0.42	0.78	-0.02	0.13	-0.05	0.11	0.15
18	APSC	-0.05	-0.2	-0.02	0.74	0.36	0.53	0.27	0.47
19	IC	-0.07	-0.11	0.13	0.36	0.72	0.32	0.09	0.45
20	PAL	-0.04	-0.22	-0.05	0.53	0.32	0.77	0.32	0.43
21	RA	0.06	0.06	0.11	0.27	0.09	0.32	0.71	0.32
22	CPS	-0.01	-0.11	0.15	0.47	0.45	0.43	0.32	0.71
23	STY	-0.08	0.06	0.05	0.03	0.05	0.06	0.02	-0.05
24	GCB	-0.05	-0.18	-0.13	0.09	0.05	0.09	0.09	0.12
25	CPU	0.09	0.15	0.08	0.04	0	-0.07	-0.04	-0.11
26	LK	0.03	0.17	0.06	-0.1	-0.16	-0.15	-0.09	-0.2
27	AI	-0.09	-0.02	-0.13	-0.27	-0.14	-0.17	-0.24	-0.18
28	SO	0.08	0.26	0.17	-0.16	-0.11	-0.28	-0.13	-0.19
29	EFT	-0.06	0.06	-0.06	-0.18	-0.14	-0.15	-0.12	-0.23
30	SPP	0.18	0.02	0.16	0.17	0.06	0.18	0.34	0.28
31	PP	-0.08	-0.16	-0.05	0.2	0.03	0.09	0.05	0.05
32	SEPC	0.12	0.06	0.04	0.14	0.01	0.11	0.22	0.16
33	ACPR	0.17	0.34	0.21	-0.18	-0.03	-0.1	0.03	-0.03
34	SPFPC	0.15	0.17	0.16	0.03	0.07	0.01	0.15	0.12
35	EMPR	0.1	0.03	0.32	0.17	0.18	0.19	0.23	0.26
36	SKP	-0.05	-0.22	0.01	0.23	0.15	0.22	0.2	0.24
37	IWRP	0.14	0.05	0.17	0.18	0.14	0.27	0.32	0.2
38	CP	0.13	0.15	-0.07	-0.12	-0.1	-0.12	-0.08	-0.15
39	IP	-0.04	0.13	-0.05	0.02	-0.1	0.11	0.17	-0.03
40	EWRP	0.05	0.29	0.27	0.05	0	0.11	0.12	0.04
41	LP	0.23	0.07	0.1	0	0.01	0.03	0.09	0.07
42	RP	0.18	0.06	0.23	0.12	0.1	0.14	0.3	0.16
43	EP	0.22	0.02	0.01	0.19	-0.06	0.23	0.24	0.11
44	OC	0.38	0.53	0.38	-0.17	-0.11	-0.14	-0.01	-0.07
45	OEOC	0.37	0.49	0.36	-0.28	-0.12	-0.25	-0.05	-0.1

46	FR	0.15	0.56	0.42	-0.13	-0.06	-0.23	0.02	-0.06
47	OESP	0.42	0.47	0.44	0	0.02	-0.04	0.19	0.05
48	JS	0	-0.01	0.09	0.21	0.09	0.16	0.17	0.22
49	RE	0.03	-0.02	-0.01	0.26	0.16	0.22	0.25	0.24
50	WR	-0.01	0.09	-0.07	-0.02	0.09	0.01	-0.02	-0.07
51	SA	-0.05	0.01	0	0.07	0.08	0.07	0.15	0.09
52	CCC	0.04	0.14	0.15	-0.21	-0.16	-0.18	-0.01	-0.1
53	NC	0.03	0.04	0.03	0.04	-0.06	0.06	0.15	0.03
54	OA	-0.08	-0.01	-0.06	0.02	0.02	0.05	0.11	0.01
55	JE	0.18	0.01	0.11	0.3	0.07	0.22	0.29	0.25
56	CO	0.13	0.2	0.2	-0.03	-0.12	-0.11	0.02	-0.02
57	SAC	-0.01	-0.05	0.04	0.19	0.15	0.32	0.19	0.2
58	BFE	-0.17	-0.2	-0.02	0.33	0.21	0.41	0.17	0.29
59	PJM	0.16	0.19	0.1	-0.03	-0.04	0.03	0.01	0.07
60	TI	0.08	0.22	0.1	-0.12	-0.09	-0.11	-0.03	-0.15
61	VT	-0.02	-0.02	0.06	0.2	0.22	0.22	0.25	0.27
62	PGOE	0.04	0.03	0.09	-0.12	-0.03	-0.04	-0.07	0.03
63	RAOE	0.14	0.08	0.15	-0.05	-0.02	0.03	0.06	0.12
64	POE	0.14	0.02	0.11	-0.02	0.12	0.01	0.05	0.13
65	HROE	0.06	0.07	0.12	-0.07	-0.06	0.02	0.03	0.06
66	OPRO	-0.16	-0.14	0.05	0.09	0.17	0.06	0	0.2
67	SZ	0.01	-0.03	-0.02	-0.03	-0.04	-0.1	-0.06	-0.07
68	ICVS	0.11	0.13	0.01	-0.07	-0.02	-0.09	-0.08	-0.05
69	OU	0.06	0.1	0.02	-0.07	-0.02	-0.04	-0.05	0
70	FLN	0.17	0.27	0.24	-0.04	0.09	-0.04	0.08	0.12
71	CLN	0.17	0.15	0.08	-0.24	-0.25	-0.22	-0.03	-0.26
72	PTN	0.03	0.12	0.02	0.04	0.04	0.14	0.08	0
73	INN	0.07	0.2	0.13	-0.11	0.02	-0.06	0.01	0.04
74	ROB	0.19	0.09	0.07	-0.09	-0.04	-0.08	0.1	0.07
75	JAUT	0.05	0.24	0.11	-0.12	-0.08	-0.09	-0.05	-0.04
76	JSPC	0.2	0.14	0.18	0.03	0.09	0.04	0.04	0.14
77	OSUP	0.03	0.01	-0.02	0.16	0.18	0.14	0.23	0.24
78	CAO	0.07	0.03	-0.07	0.19	0.12	0.17	0.24	0.21
79	AOE	-0.07	-0.08	-0.07	0.18	0.15	0.26	0.14	0.22
80	ED(O)	0.04	-0.01	-0.02	0.05	0.04	0.09	0.06	0.16
81	PP(O)	-0.03	-0.21	-0.07	-0.07	0.03	-0.01	-0.1	0.03
82	ED(E)	-0.01	0.05	0.07	-0.11	0	-0.01	0.05	-0.11
83	PPS(E)0		-0.24	-0.14	0.12	0.06	0.08	-0.09	0.1

	Vari.	23 STY	24 GCB	25 CPU	26 LK	27 AI	28 SO	29 EFT	30 SPP
1	ES	0.07	0.03	0	-0.12	-0.22	-0.09	-0.18	0.49
2	COR	0.09	0.05	0.01	-0.08	-0.16	-0.14	-0.15	0.18
3	CT	0.01	0.05	0.05	-0.11	-0.07	-0.08	-0.1	0.18
4	OP	0.01	0.1	0.05	-0.11	-0.17	-0.12	-0.2	0.39
5	WM	0.08	-0.07	0.02	-0.04	-0.12	-0.07	-0.08	0.41
6	CV	0.07	-0.06	0	-0.1	-0.19	-0.05	-0.14	0.46
7	SFP	0.06	0.16	0.11	-0.06	-0.22	-0.07	-0.21	0.4
8	ALT	0.01	0.06	-0.01	-0.03	-0.18	0.04	-0.15	0.27
9	SPO	0.01	0.13	0.02	-0.2	-0.07	-0.24	-0.15	0.06
10	INI	0.01	0.02	-0.03	-0.06	-0.22	-0.02	-0.22	0.31
11	GC	0.07	0.08	0.02	-0.12	-0.11	-0.14	-0.2	0.27
12	JEF	0.02	0.14	0.11	-0.09	-0.33	-0.14	-0.28	0.63
13	JSIN	0.05	0.06	0.09	-0.13	-0.26	-0.15	-0.17	0.47
14	JSIM	0	-0.14	0.08	0.14	-0.07	0.22	-0.03	0.19
15	JOIM	-0.08	-0.05	0.09	0.03	-0.09	0.08	-0.06	0.18
16	SUFIM	0.06	-0.18	0.15	0.17	-0.02	0.26	0.06	0.02

17	SEFIM	0.05	-0.13	0.08	0.06	-0.13	0.17	-0.06	0.16
18	APSC	0.03	0.09	0.04	-0.1	-0.27	-0.16	-0.18	0.17
19	IC	0.05	0.05	0	-0.16	-0.14	-0.11	-0.14	0.06
20	PAL	0.06	0.09	-0.07	-0.15	-0.17	-0.28	-0.15	0.18
21	RA	0.02	0.09	-0.04	-0.09	-0.24	-0.13	-0.12	0.34
22	CPS	-0.05	0.12	-0.11	-0.2	-0.18	-0.19	-0.23	0.28
23	STY	0.95	-0.15	-0.02	0.07	0.01	-0.07	-0.02	0.02
24	GCB	-0.15	0.86	-0.05	-0.15	-0.14	-0.13	-0.16	0.06
25	CPU	-0.02	-0.05	0.74	0.08	0.04	0.1	0.08	0
26	LK	0.07	-0.15	0.08	0.86	0.27	0.48	0.27	-0.15
27	AI	0.01	-0.14	0.04	0.27	0.87	0.26	0.56	-0.31
28	SO	-0.07	-0.13	0.1	0.48	0.26	0.76	0.26	-0.15
29	EFT	-0.02	-0.16	0.08	0.27	0.56	0.26	0.81	-0.24
30	SPP	0.02	0.06	0	-0.15	-0.31	-0.15	-0.24	0.92
31	PP	0.01	0.15	-0.12	-0.05	-0.04	-0.04	-0.1	-0.1
32	SEPC	0.02	0	0.02	-0.15	-0.21	-0.01	-0.17	0.35
33	ACPR	0.06	-0.12	-0.01	0.06	0.05	0.12	0.06	-0.06
34	SPFPC	0.01	-0.04	0.02	-0.15	-0.07	0.04	-0.13	0.2
35	EMPR	0.04	0.07	0.03	-0.08	-0.34	-0.08	-0.29	0.46
36	SKP	0.03	0.12	-0.02	-0.31	-0.18	-0.29	-0.23	0.22
37	IWRP	0.01	0.1	0.07	-0.13	-0.24	-0.07	-0.2	0.43
38	CP	0.03	0	0.04	0.19	0.07	0.17	0.08	-0.11
39	IP	0.03	0.01	0.1	0.03	-0.15	0	-0.05	0.08
40	EWRP	0.08	-0.01	0.14	0.02	-0.1	0.07	-0.05	0.17
41	LP	0.01	-0.04	-0.02	0.05	-0.16	0.05	-0.23	0.34
42	RP	-0.01	0.1	0.04	-0.09	-0.34	0	-0.23	0.55
43	EP	-0.04	0.05	0.01	-0.09	-0.34	-0.1	-0.3	0.56
44	OC	0.09	-0.15	0.02	0.17	0.01	0.32	0	0.05
45	OEOC	0.02	-0.09	0.04	0.14	0	0.22	-0.04	0.07
46	FR	0.02	-0.2	0.11	0.06	-0.02	0.21	-0.05	0.12
47	OESP	0.03	-0.12	0.12	0	-0.14	0.15	-0.09	0.23
48	JS	0	0.3	-0.07	-0.11	-0.34	-0.09	-0.42	0.31
49	RE	-0.14	0.07	0	-0.15	-0.19	-0.05	-0.21	0.24
50	WR	-0.02	0.18	0.02	-0.05	-0.05	0.04	-0.17	-0.07
51	SA	0.06	0.17	-0.06	-0.1	-0.15	-0.09	-0.16	0.05
52	CCC	-0.06	0.01	-0.04	0.15	-0.08	0.14	0.06	0.14
53	NC	0	0.14	-0.02	0	-0.13	0.04	-0.01	0.11
54	OA	0.02	0.22	-0.02	-0.15	-0.19	-0.09	-0.28	0.07
55	JE	0.03	0.15	0.09	-0.04	-0.31	-0.08	-0.23	0.61
56	CO	-0.03	-0.2	0.04	0.12	-0.06	0.13	0.06	0.19
57	SAC	0	0.13	-0.03	-0.14	-0.31	-0.17	-0.35	0.35
58	BFE	0.06	0.07	-0.09	-0.22	-0.09	-0.26	-0.19	0.18
59	PJM	-0.04	-0.14	-0.01	0	-0.08	0.01	-0.06	0.24
60	TI	-0.02	-0.22	0.12	0.15	-0.05	0.12	0.13	0.03
61	VT	0.01	0.25	-0.06	-0.17	-0.24	-0.16	-0.31	0.16
62	PGOE	-0.04	0.25	-0.17	-0.07	-0.16	0.04	-0.24	0.06
63	RAOE	-0.05	0.13	-0.03	-0.1	-0.29	-0.04	-0.4	0.23
64	POE	-0.05	0.27	-0.12	-0.18	-0.21	-0.07	-0.36	0.2
65	HROE	-0.04	0.23	-0.18	-0.02	-0.21	-0.05	-0.27	0.13
66	OPRO	0.02	0.27	-0.13	-0.22	-0.09	-0.15	-0.25	-0.01
67	SZ	-0.05	0.02	0.08	-0.09	0.12	-0.03	0.07	-0.04
68	ICVS	-0.11	-0.09	0.16	-0.01	0	0.06	-0.12	0.02
69	OU	-0.08	0.07	0.04	0.01	-0.06	0.08	-0.15	0.02
70	FLN	-0.01	-0.03	0.07	-0.06	-0.18	0.02	-0.28	0.22
71	CLN	0.04	-0.15	0.05	0.22	0.05	0.21	0.2	-0.01
72	PTN	0	0.21	0.05	-0.08	-0.09	-0.07	-0.14	0
73	INN	-0.06	0.06	0.13	0.05	-0.05	-0.01	-0.09	0.11

74	ROB	-0.19	0.06	0.02	-0.06	-0.15	-0.06	-0.09	0.13
75	JAUT	0.01	0.04	0.14	0.05	0	0.03	-0.03	0.05
76	JSPC	-0.02	-0.03	0.01	-0.06	-0.23	-0.03	-0.24	0.16
77	OSUP	0	0.25	-0.08	-0.27	-0.17	-0.19	-0.37	0.2
78	CAO	-0.01	0.16	-0.06	-0.38	-0.24	-0.19	-0.36	0.24
79	AOE	0.03	0.23	-0.13	-0.25	-0.08	-0.17	-0.27	0.01
80	ED(O)	0.07	0.12	-0.09	-0.07	-0.01	-0.07	-0.13	-0.01
81	PP(O)	-0.02	0.28	-0.08	-0.12	0.06	-0.16	-0.09	-0.16
82	ED(E)	-0.02	-0.1	0.09	0.09	-0.04	0.11	0.07	0.01
83	PPS(E)	-0.05	0.17	-0.11	-0.16	0	-0.19	-0.13	-0.05

		31	32	33	34	35	36	37	38
	Vari.	PP	SEPC	ACPR	SPFPC	EMPR	SKP	IWRP	CP
1	ES	-0.09	0.31	0.03	0.16	0.47	0.1	0.52	-0.05
2	COR	0.27	0.11	-0.18	0.01	0.21	0.36	0.24	-0.19
3	CT	-0.02	0.2	0.03	0.03	0.26	0.08	0.23	-0.13
4	OP	0.01	0.34	0.08	0.11	0.37	0.08	0.37	-0.07
5	WM	-0.04	0.27	0.14	0.13	0.34	0.08	0.3	-0.07
6	CV	-0.05	0.39	0.03	0.14	0.4	0.14	0.44	-0.15
7	SFP	-0.11	0.27	0.08	0.14	0.43	0.13	0.44	0
8	ALT	-0.15	0.19	0.11	0.09	0.26	-0.05	0.28	0.05
9	SPO	0.22	-0.01	-0.21	0.01	0.11	0.31	0.2	-0.2
10	INI	-0.08	0.27	0.04	0.12	0.34	0.07	0.35	-0.08
11	GC	0.11	0.15	-0.04	0.05	0.38	0.23	0.29	-0.18
12	JEF	-0.05	0.38	-0.03	0.29	0.49	0.16	0.52	-0.14
13	JSIN	0.06	0.3	-0.12	0.16	0.4	0.23	0.4	-0.1
14	JSIM	-0.1	0.15	0.23	0.15	0.16	-0.14	0.11	0.07
15	JOIM	-0.08	0.12	0.17	0.15	0.1	-0.05	0.14	0.13
16	SUFIM	-0.16	0.06	0.34	0.17	0.03	-0.22	0.05	0.15
17	SEFIM	-0.05	0.04	0.21	0.16	0.32	0.01	0.17	-0.07
18	APSC	0.2	0.14	-0.18	0.03	0.17	0.23	0.18	-0.12
19	IC	0.03	0.01	-0.03	0.07	0.18	0.15	0.14	-0.1
20	PAL	0.09	0.11	-0.1	0.01	0.19	0.22	0.27	-0.12
21	RA	0.05	0.22	0.03	0.15	0.23	0.2	0.32	-0.08
22	CPS	0.05	0.16	-0.03	0.12	0.26	0.24	0.2	-0.15
23	STY	0.01	0.02	0.06	0.01	0.04	0.03	0.01	0.03
24	GCB	0.15	0	-0.12	-0.04	0.07	0.12	0.1	0
25	CPU	-0.12	0.02	-0.01	0.02	0.03	-0.02	0.07	0.04
26	LK	-0.05	-0.15	0.06	-0.15	-0.08	-0.31	-0.13	0.19
27	AI	-0.04	-0.21	0.05	-0.07	-0.34	-0.18	-0.24	0.07
28	SO	-0.04	-0.01	0.12	0.04	-0.08	-0.29	-0.07	0.17
29	EFT	-0.1	-0.17	0.06	-0.13	-0.29	-0.23	-0.2	0.08
30	SPP	-0.1	0.35	-0.06	0.2	0.46	0.22	0.43	-0.11
31	PP	<b>0.79</b>	-0.24	-0.21	-0.05	-0.02	0.41	-0.19	-0.08
32	SEPC	-0.24	<b>0.79</b>	0.28	0.31	0.35	0.06	0.39	-0.02
33	ACPR	-0.21	0.28	<b>0.79</b>	0.19	0.17	-0.27	0.04	0.24
34	SPFPC	-0.05	0.31	0.19	<b>0.83</b>	0.19	-0.01	0.2	0.04
35	EMPR	-0.02	0.35	0.17	0.19	<b>0.7</b>	0.13	0.38	0.03
36	SKP	0.41	0.06	-0.27	-0.01	0.13	<b>0.7</b>	0.11	-0.2
37	IWRP	-0.19	0.39	0.04	0.2	0.38	0.11	<b>0.83</b>	-0.11
38	CP	-0.08	-0.02	0.24	0.04	0.03	-0.2	-0.11	<b>0.89</b>
39	IP	-0.17	0.21	0.22	0.13	0.09	-0.1	0.14	0.26
40	EWRP	-0.29	0.15	0.21	0.23	0.08	-0.23	0.54	-0.02
41	LP	-0.26	0.23	0.18	0.19	0.13	-0.18	0.31	0.06
42	RP	-0.08	0.35	0.04	0.15	0.39	0.06	0.54	-0.24
43	EP	-0.19	0.32	-0.01	0.16	0.4	0.08	0.48	-0.03
44	OC	-0.12	0.04	0.39	0.14	0.14	-0.25	0	0.23

45	OEOC	-0.23	0	0.34	0.14	0.06	-0.26	0.04	0.19
46	FR	-0.22	0.09	0.32	0.21	0.13	-0.29	0.13	0.08
47	OESP	-0.16	0.15	0.32	0.22	0.27	-0.14	0.25	0.09
48	JS	0.15	0.11	-0.06	0.18	0.16	0.16	0.22	-0.13
49	RE	0.14	0.19	0.03	0.2	0.15	0.17	0.15	-0.07
50	WR	0.06	0.02	0.04	0.1	0.02	-0.02	0.01	-0.02
51	SA	0.34	0	-0.03	-0.02	0.07	0.25	-0.08	-0.13
52	CCC	-0.17	-0.01	-0.03	0.03	0.06	-0.22	0	0.01
53	NC	-0.02	0.18	0.11	0.01	0.09	-0.11	0.23	0.05
54	OA	0.15	0.13	0.02	0.06	0.07	0.11	0.05	-0.02
55	JE	-0.04	0.21	-0.07	0.13	0.38	0.11	0.4	-0.04
56	CO	-0.21	0.11	0.11	0.11	0.2	-0.06	0.16	0.18
57	SAC	0.05	0.29	-0.03	0.15	0.38	0.28	0.32	-0.09
58	BFE	0.19	0.14	-0.23	0.09	0.11	0.33	0.15	-0.35
59	PJM	-0.46	0.24	0.19	0.17	0.1	-0.23	0.26	0.03
60	TI	-0.38	0.04	0.11	0.01	0.01	-0.26	0.08	0.13
61	VT	0.21	0.08	0	0.11	0.12	0.23	0.15	-0.12
62	PGOE	0.07	-0.09	0	0.12	0.03	-0.01	0.07	-0.06
63	RAOE	0.01	0.09	-0.02	0.13	0.12	0.07	0.17	-0.05
64	POE	0.11	0.09	-0.07	0.23	0.16	0.09	0.16	-0.17
65	HROE	0.07	0.02	-0.07	0.05	0.09	0	0.12	-0.06
66	OPRO	0.27	-0.09	-0.13	0	0	0.25	0.01	-0.23
67	SZ	-0.04	0.04	0.04	0.11	-0.02	-0.09	-0.02	-0.02
68	ICVS	-0.12	-0.03	0.05	0.05	-0.04	0.06	0.04	0.02
69	OU	-0.01	-0.1	-0.02	-0.02	-0.04	0.1	0.04	-0.02
70	FLN	-0.14	0.16	0.27	0.31	0.2	-0.02	0.15	0
71	CLN	-0.2	0	0.18	0.03	0.08	-0.29	0	0.2
72	PTN	-0.1	0.16	0.17	0.1	0.13	-0.05	0.16	0.07
73	INN	-0.18	0.07	0.22	0.23	-0.01	-0.16	0.1	0.03
74	ROB	-0.12	0.14	0.19	0.24	0.07	-0.06	0.06	0.02
75	JAUT	-0.14	0.04	0.19	0.17	-0.01	-0.17	0.05	0.08
76	JSPC	-0.02	0.12	0.12	0.28	0.21	-0.05	0.12	-0.03
77	OSUP	0.21	0.05	0.01	0.18	0.08	0.23	0.13	-0.12
78	CAO	0.12	0.2	0.04	0.26	0.04	0.14	0.2	-0.02
79	AOE	0.32	-0.02	-0.09	0.02	-0.05	0.31	0.02	-0.12
80	ED(O)	0.07	-0.05	-0.05	0.03	-0.03	0.03	0	0.07
81	PP(O)	0.08	-0.17	-0.07	-0.05	-0.08	-0.01	-0.08	-0.02
82	ED(E)	0.02	0.04	0.06	0.09	0.11	0.13	-0.01	-0.03
83	PPS(E)	0.01	-0.03	-0.15	-0.01	-0.16	0	0.03	-0.03

		39	40	41	42	43	44	45	46
	Vari.	IP	EWRP	LP	RP	EP	OC	OEOC	FR
1	ES	0.13	0.22	0.14	0.47	0.49	0.06	-0.02	0.1
2	COR	-0.07	-0.06	-0.1	0.19	0.16	-0.12	-0.23	-0.23
3	CT	0	0.03	0.05	0.21	0.07	-0.01	-0.08	-0.08
4	OP	0.09	0.13	0.12	0.4	0.38	0.06	0	0.12
5	WM	-0.05	0.12	0.16	0.31	0.31	0.21	0.13	0.16
6	CV	0.04	0.19	0.12	0.48	0.39	0.01	-0.03	0.11
7	SFP	0.11	0.27	0.11	0.38	0.43	0.08	0.02	0.17
8	ALT	0.12	0.23	0.13	0.28	0.34	0.03	0	0.2
9	SPO	-0.06	0.04	-0.16	0.12	0.1	-0.27	-0.31	-0.13
10	INI	0.06	0.24	0.15	0.36	0.39	0.09	0.05	0.19
11	GC	-0.13	0.04	-0.01	0.31	0.16	0	-0.07	0.02
12	JEF	0.02	0.23	0.3	0.52	0.52	0.1	0	0.2
13	JSIN	-0.05	0.1	0.1	0.4	0.33	0	0.01	0
14	JSIM	-0.05	0.11	0.25	0.16	0.07	0.45	0.53	0.35
15	JOIM	-0.04	0.05	0.23	0.18	0.22	0.38	0.37	0.15

16	SUFIM	0.13	0.29	0.07	0.06	0.02	0.53	0.49	0.56
17	SEFIM	-0.05	0.27	0.1	0.23	0.01	0.38	0.36	0.42
18	APSC	0.02	0.05	0	0.12	0.19	-0.17	-0.28	-0.13
19	IC	-0.1	0	0.01	0.1	-0.06	-0.11	-0.12	-0.06
20	PAL	0.11	0.11	0.03	0.14	0.23	-0.14	-0.25	-0.23
21	RA	0.17	0.12	0.09	0.3	0.24	-0.01	-0.05	0.02
22	CPS	-0.03	0.04	0.07	0.16	0.11	-0.07	-0.1	-0.06
23	STY	0.03	0.08	0.01	-0.01	-0.04	0.09	0.02	0.02
24	GCB	0.01	-0.01	-0.04	0.1	0.05	-0.15	-0.09	-0.2
25	CPU	0.1	0.14	-0.02	0.04	0.01	0.02	0.04	0.11
26	LK	0.03	0.02	0.05	-0.09	-0.09	0.17	0.14	0.06
27	AI	-0.15	-0.1	-0.16	-0.34	-0.34	0.01	0	-0.02
28	SO	0	0.07	0.05	0	-0.1	0.32	0.22	0.21
29	EFT	-0.05	-0.05	-0.23	-0.23	-0.3	0	-0.04	-0.05
30	SPP	0.08	0.17	0.34	0.55	0.56	0.05	0.07	0.12
31	PP	-0.17	-0.29	-0.26	-0.08	-0.19	-0.12	-0.23	-0.22
32	SEPC	0.21	0.15	0.23	0.35	0.32	0.04	0	0.09
33	ACPR	0.22	0.21	0.18	0.04	-0.01	0.39	0.34	0.32
34	SPFPC	0.13	0.23	0.19	0.15	0.16	0.14	0.14	0.21
35	EMPR	0.09	0.08	0.13	0.39	0.4	0.14	0.06	0.13
36	SKP	-0.1	-0.23	-0.18	0.06	0.08	-0.25	-0.26	-0.29
37	IWRP	0.14	0.54	0.31	0.54	0.48	0	0.04	0.13
38	CP	0.26	-0.02	0.06	-0.24	-0.03	0.23	0.19	0.08
39	IP	0.89	0.26	0.17	0.15	0.19	0.01	0.04	0.14
40	EWRP	0.26	0.81	0.35	0.34	0.25	0.12	0.21	0.39
41	LP	0.17	0.35	0.77	0.32	0.36	0.23	0.23	0.21
42	RP	0.15	0.34	0.32	0.89	0.5	0.05	0.07	0.15
43	EP	0.19	0.25	0.36	0.5	0.86	0.03	-0.03	0.07
44	OC	0.01	0.12	0.23	0.05	0.03	0.85	0.62	0.57
45	OEOC	0.04	0.21	0.23	0.07	-0.03	0.62	0.81	0.5
46	FR	0.14	0.39	0.21	0.15	0.07	0.57	0.5	0.82
47	OESP	0.05	0.25	0.23	0.26	0.22	0.6	0.55	0.62
48	JS	-0.06	0.14	0.2	0.25	0.22	-0.07	-0.04	-0.01
49	RE	-0.02	-0.01	0.09	0.12	0.28	-0.11	-0.09	-0.08
50	WR	0.02	0.01	0.03	-0.01	-0.01	0.02	0.12	0.03
51	SA	-0.12	-0.23	-0.28	0.04	-0.08	-0.05	-0.13	-0.09
52	CCC	0	0.14	0.17	0.12	0.06	0.15	0.25	0.13
53	NC	0.14	0.26	0.12	0.25	0.18	0.03	-0.02	0.11
54	OA	-0.05	-0.05	-0.1	0.11	0.01	-0.07	-0.06	0
55	JE	0.06	0.2	0.22	0.44	0.56	0.05	0	0.15
56	CO	0.23	0.12	0.1	0.16	0.22	0.21	0.18	0.14
57	SAC	0.02	0.02	0.18	0.27	0.33	-0.07	-0.07	-0.03
58	BFE	-0.13	-0.06	-0.05	0.04	0.09	-0.25	-0.27	-0.19
59	PJM	0.24	0.41	0.41	0.26	0.25	0.15	0.26	0.25
60	TI	0.32	0.24	0.18	0.13	0.14	0.16	0.16	0.19
61	VT	0.01	0.02	0.06	0.14	0.09	0	-0.02	0.04
62	PGOE	-0.19	0.12	0.06	0.1	0.06	0.04	0.1	0
63	RAOE	-0.07	0.15	0.21	0.18	0.21	0.06	0.13	0
64	POE	-0.22	0.06	0.21	0.21	0.16	0.06	0.13	-0.01
65	HROE	-0.03	0.15	0.14	0.13	0.12	-0.01	0.06	-0.02
66	OPRO	-0.29	-0.1	-0.1	0	-0.04	-0.13	-0.05	-0.12
67	SZ	0	-0.03	-0.02	-0.04	0	0.03	-0.02	0.06
68	ICVS	-0.12	0.06	0.08	-0.04	0.04	0.05	0.14	0.07
69	OU	-0.19	0.07	0.06	-0.01	0.02	0.03	0.13	0.02
70	FLN	0.02	0.24	0.32	0.18	0.24	0.25	0.23	0.25
71	CLN	0.05	0.11	0.1	0.13	0.1	0.26	0.19	0.19
72	PTN	0.2	0.13	0.05	0.1	0.11	0.1	0.03	0.14

73	INN	0.15	0.26	0.28	0.08	0.07	0.18	0.19	0.26
74	ROB	-0.02	0.09	0.3	0.05	0.06	0.2	0.19	0.13
75	JAUT	0.16	0.37	0.25	0.04	0.03	0.2	0.28	0.31
76	JSPC	-0.12	0.14	0.27	0.18	0.19	0.21	0.15	0.08
77	OSUP	-0.02	0.01	0.09	0.13	0.13	-0.03	0.01	0.08
78	CAO	0.13	0.11	0.19	0.14	0.2	-0.01	0.02	0.04
79	AOE	-0.08	-0.12	-0.09	-0.03	-0.04	-0.12	-0.08	-0.12
80	ED(O)	-0.05	-0.06	-0.02	-0.06	-0.07	0.04	0.03	-0.06
81	PP(O)	-0.15	-0.11	-0.15	-0.1	-0.2	-0.07	0.01	-0.15
82	ED(E)	0.03	-0.01	-0.05	0.09	0.03	-0.01	-0.07	0
83	PPS(E)	-0.06	-0.03	-0.01	-0.04	-0.04	-0.18	-0.07	-0.13

		47	48	49	50	51	52	53	54
	Vari.	OESP	JS	RE	WR	SA	CCC	NC	OA
1	ES	0.32	0.12	0.2	-0.04	-0.02	-0.02	0.18	0.02
2	COR	0.02	0.11	0.1	-0.01	0.18	-0.18	0.05	0.06
3	CT	0.08	-0.05	0.13	-0.05	0.01	-0.09	0	-0.01
4	OP	0.27	0.2	0.14	-0.04	0.14	-0.02	0.19	0.24
5	WM	0.3	0.02	0.07	-0.15	0.02	-0.04	-0.04	-0.03
6	CV	0.29	0.13	0.14	-0.09	0.09	0.05	0.16	0.17
7	SFP	0.38	0.15	0.14	-0.05	0.05	0.03	0.13	0.13
8	ALT	0.22	0.04	0.1	0.03	0.04	0.06	0.24	0.1
9	SPO	-0.08	0.09	0.15	-0.02	0.14	-0.14	0.05	0.16
10	INI	0.3	0.1	0.22	-0.05	0.03	0.05	0.13	0.07
11	GC	0.13	0.1	0.09	-0.12	0.12	-0.09	0.04	0.11
12	JEF	0.28	0.3	0.26	-0.04	0	0.05	0.21	0.12
13	JSIN	0.13	0.17	0.12	-0.06	0.06	0.04	0.14	0.05
14	JSIM	0.44	-0.06	-0.06	0.05	-0.07	0.16	0.05	-0.1
15	JOIM	0.42	0	0.03	-0.01	-0.05	0.04	0.03	-0.08
16	SUFIM	0.47	-0.01	-0.02	0.09	0.01	0.14	0.04	-0.01
17	SEFIM	0.44	0.09	-0.01	-0.07	0	0.15	0.03	-0.06
18	APSC	0	0.21	0.26	-0.02	0.07	-0.21	0.04	0.02
19	IC	0.02	0.09	0.16	0.09	0.08	-0.16	-0.06	0.02
20	PAL	-0.04	0.16	0.22	0.01	0.07	-0.18	0.06	0.05
21	RA	0.19	0.17	0.25	-0.02	0.15	-0.01	0.15	0.11
22	CPS	0.05	0.22	0.24	-0.07	0.09	-0.1	0.03	0.01
23	STY	0.03	0	-0.14	-0.02	0.06	-0.06	0	0.02
24	GCB	-0.12	0.3	0.07	0.18	0.17	0.01	0.14	0.22
25	CPU	0.12	-0.07	0	0.02	-0.06	-0.04	-0.02	-0.02
26	LK	0	-0.11	-0.15	-0.05	-0.1	0.15	0	-0.15
27	AI	-0.14	-0.34	-0.19	-0.05	-0.15	-0.08	-0.13	-0.19
28	SO	0.15	-0.09	-0.05	0.04	-0.09	0.14	0.04	-0.09
29	EFT	-0.09	-0.42	-0.21	-0.17	-0.16	0.06	-0.01	-0.28
30	SPP	0.23	0.31	0.24	-0.07	0.05	0.14	0.11	0.07
31	PP	-0.16	0.15	0.14	0.06	0.34	-0.17	-0.02	0.15
32	SEPC	0.15	0.11	0.19	0.02	0	-0.01	0.18	0.13
33	ACPR	0.32	-0.06	0.03	0.04	-0.03	-0.03	0.11	0.02
34	SPFPC	0.22	0.18	0.2	0.1	-0.02	0.03	0.01	0.06
35	EMPR	0.27	0.16	0.15	0.02	0.07	0.06	0.09	0.07
36	SKP	-0.14	0.16	0.17	-0.02	0.25	-0.22	-0.11	0.11
37	IWRP	0.25	0.22	0.15	0.01	-0.08	0	0.23	0.05
38	CP	0.09	-0.13	-0.07	-0.02	-0.13	0.01	0.05	-0.02
39	IP	0.05	-0.06	-0.02	0.02	-0.12	0	0.14	-0.05
40	EWRP	0.25	0.14	-0.01	0.01	-0.23	0.14	0.26	-0.05
41	LP	0.23	0.2	0.09	0.03	-0.28	0.17	0.12	-0.1
42	RP	0.26	0.25	0.12	-0.01	0.04	0.12	0.25	0.11
43	EP	0.22	0.22	0.28	-0.01	-0.08	0.06	0.18	0.01

44	OC	0.6	-0.07	-0.11	0.02	-0.05	0.15	0.03	-0.07
45	OEOC	0.55	-0.04	-0.09	0.12	-0.13	0.25	-0.02	-0.06
46	FR	0.62	-0.01	-0.08	0.03	-0.09	0.13	0.11	0
47	OESP	0.72	0.06	0.07	0.1	-0.03	0.1	0.06	0.01
48	JS	0.06	0.92	0.27	0.22	0.24	0.08	0.25	0.45
49	RE	0.07	0.27	0.76	0.03	0.07	-0.12	0.11	0.17
50	WR	0.1	0.22	0.03	0.77	0.12	-0.01	-0.05	0.23
51	SA	-0.03	0.24	0.07	0.12	0.92	-0.28	0.06	0.59
52	CCC	0.1	0.08	-0.12	-0.01	-0.28	0.84	0.1	-0.09
53	NC	0.06	0.25	0.11	-0.05	0.06	0.1	0.73	0.23
54	OA	0.01	0.45	0.17	0.23	0.59	-0.09	0.23	0.81
55	JE	0.3	0.23	0.21	-0.05	0.06	0.06	0.13	0.1
56	CO	0.18	-0.23	-0.01	-0.2	-0.29	0.13	0.02	-0.38
57	SAC	0.08	0.34	0.35	0.1	0.04	-0.02	0.15	0.31
58	BFE	-0.16	0.24	0.21	0.05	0.2	-0.13	0.01	0.2
59	PJM	0.24	-0.06	0.02	-0.09	-0.31	0.04	0.1	-0.2
60	TI	0.15	-0.42	-0.08	-0.14	-0.41	0.1	-0.02	-0.41
61	VT	0.12	0.53	0.32	0.21	0.34	-0.06	0.2	0.42
62	PGOE	0.03	0.51	0.06	0.21	0.13	0.1	0.11	0.26
63	RAOE	0.04	0.46	0.13	0.1	0.06	0.08	0.1	0.25
64	POE	0.05	0.54	0.13	0.24	0.16	0.09	0.14	0.33
65	HROE	-0.03	0.42	0.03	0.23	0.09	0.12	0.03	0.23
66	OPRO	-0.1	0.41	0.12	0.2	0.33	-0.04	0.03	0.31
67	SZ	-0.03	-0.19	0.04	-0.2	-0.04	-0.04	-0.03	-0.1
68	ICVS	0.1	0.12	0.02	0.17	-0.05	0.1	-0.09	0.01
69	OU	0.07	0.27	-0.03	0.27	0.04	0.14	-0.05	0.11
70	FLN	0.26	0.42	0.15	0.15	0.01	0.08	0.12	0.16
71	CLN	0.14	-0.21	-0.21	-0.11	-0.23	0.2	0.11	-0.23
72	PTN	0.19	0.18	0.09	0.25	0.16	-0.09	0.14	0.28
73	INN	0.22	0.18	0.08	0.05	-0.17	0.14	0.1	0.06
74	ROB	0.11	0.08	0.09	0.05	-0.05	-0.04	0.12	-0.05
75	JAUT	0.26	0.09	0	0.22	-0.11	0.09	0.04	-0.01
76	JSPC	0.16	0.24	0.11	0.03	0.04	-0.01	0.11	0.08
77	OSUP	0.14	0.61	0.22	0.3	0.27	-0.09	0.17	0.46
78	CAO	0.16	0.52	0.28	0.21	0.2	-0.1	0.18	0.43
79	AOE	-0.03	0.46	0.21	0.23	0.29	-0.1	0.09	0.36
80	ED(O)	-0.05	0.24	0.09	0.09	0.17	0	0.03	0.12
81	PP(O)	-0.14	0.11	-0.06	0.15	0.12	0.05	-0.05	0.07
82	ED(E)	-0.02	-0.15	-0.05	-0.02	-0.03	0.01	-0.01	-0.1
83	PPS(E)	-0.06	0.22	0.06	0.12	0.1	-0.01	0.06	0.19
		55	56	57	58	59	60	61	62
Vari.		JE	CO	SAC	BFE	PJM	TI	VT	PGOE
1	ES	0.51	0.25	0.32	0.12	0.21	0.17	0.11	0.01
2	COR	0.16	0.01	0.25	0.31	-0.14	-0.16	0.16	-0.07
3	CT	0.17	0.08	0.15	0.08	0.08	0.03	0.05	-0.13
4	OP	0.36	0.08	0.35	0.16	0.07	-0.09	0.23	0.05
5	WM	0.32	0.14	0.25	0.13	0.09	0.03	0	0.03
6	CV	0.42	0.13	0.25	0.11	0.09	0.01	0.16	0.01
7	SFP	0.51	0.22	0.33	0.17	0.22	0.06	0.2	0.02
8	ALT	0.34	0.19	0.2	-0.04	0.21	0.18	0.1	0
9	SPO	0.1	-0.14	0.17	0.31	-0.15	-0.24	0.23	0.02
10	INI	0.44	0.13	0.29	0.11	0.19	0.06	0.19	-0.1
11	GC	0.27	0.1	0.22	0.15	0.06	-0.01	0.14	0.03
12	JEF	0.65	0.14	0.42	0.18	0.27	0.01	0.2	0.08
13	JSIN	0.38	0.13	0.31	0.17	0.09	0.01	0.13	0.01
14	JSIM	0.06	0.17	-0.05	-0.15	0.13	0.1	-0.08	0.01



15	JOIM	0.18	0.13	-0.01	-0.17	0.16	0.08	-0.02	0.04
16	SUFIM	0.01	0.2	-0.05	-0.2	0.19	0.22	-0.02	0.03
17	SEFIM	0.11	0.2	0.04	-0.02	0.1	0.1	0.06	0.09
18	APSC	0.3	-0.03	0.19	0.33	-0.03	-0.12	0.2	-0.12
19	IC	0.07	-0.12	0.15	0.21	-0.04	-0.09	0.22	-0.03
20	PAL	0.22	-0.11	0.32	0.41	0.03	-0.11	0.22	-0.04
21	RA	0.29	0.02	0.19	0.17	0.01	-0.03	0.25	-0.07
22	CPS	0.25	-0.02	0.2	0.29	0.07	-0.15	0.27	0.03
23	STY	0.03	-0.03	0	0.06	-0.04	-0.02	0.01	-0.04
24	GCB	0.15	-0.2	0.13	0.07	-0.14	-0.22	0.25	0.25
25	CPU	0.09	0.04	-0.03	-0.09	-0.01	0.12	-0.06	-0.17
26	LK	-0.04	0.12	-0.14	-0.22	0	0.15	-0.17	-0.07
27	AI	-0.31	-0.06	-0.31	-0.09	-0.08	-0.05	-0.24	-0.16
28	SO	-0.08	0.13	-0.17	-0.26	0.01	0.12	-0.16	0.04
29	EFT	-0.23	0.06	-0.35	-0.19	-0.06	0.13	-0.31	-0.24
30	SPP	0.61	0.19	0.35	0.18	0.24	0.03	0.16	0.06
31	PP	-0.04	-0.21	0.05	0.19	-0.46	-0.38	0.21	0.07
32	SEPC	0.21	0.11	0.29	0.14	0.24	0.04	0.08	-0.09
33	ACPR	-0.07	0.11	-0.03	-0.23	0.19	0.11	0	0
34	SPFPC	0.13	0.11	0.15	0.09	0.17	0.01	0.11	0.12
35	EMPR	0.38	0.2	0.38	0.11	0.1	0.01	0.12	0.03
36	SKP	0.11	-0.06	0.28	0.33	-0.23	-0.26	0.23	-0.01
37	IWRP	0.4	0.16	0.32	0.15	0.26	0.08	0.15	0.07
38	CP	-0.04	0.18	-0.09	-0.35	0.03	0.13	-0.12	-0.06
39	IP	0.06	0.23	0.02	-0.13	0.24	0.32	0.01	-0.19
40	EWRP	0.2	0.12	0.02	-0.06	0.41	0.24	0.02	0.12
41	LP	0.22	0.1	0.18	-0.05	0.41	0.18	0.06	0.06
42	RP	0.44	0.16	0.27	0.04	0.26	0.13	0.14	0.1
43	EP	0.56	0.22	0.33	0.09	0.25	0.14	0.09	0.06
44	OC	0.05	0.21	-0.07	-0.25	0.15	0.16	0	0.04
45	OEOC	0	0.18	-0.07	-0.27	0.26	0.16	-0.02	0.1
46	FR	0.15	0.14	-0.03	-0.19	0.25	0.19	0.04	0
47	OESP	0.3	0.18	0.08	-0.16	0.24	0.15	0.12	0.03
48	JS	0.23	-0.23	0.34	0.24	-0.06	-0.42	0.53	0.51
49	RE	0.21	-0.01	0.35	0.21	0.02	-0.08	0.32	0.06
50	WR	-0.05	-0.2	0.1	0.05	-0.09	-0.14	0.21	0.21
51	SA	0.06	-0.29	0.04	0.2	-0.31	-0.41	0.34	0.13
52	CCC	0.06	0.13	-0.02	-0.13	0.04	0.1	-0.06	0.1
53	NC	0.13	0.02	0.15	0.01	0.1	-0.02	0.2	0.11
54	OA	0.1	-0.38	0.31	0.2	-0.2	-0.41	0.42	0.26
55	JE	0.83	0.14	0.34	0.14	0.23	-0.01	0.24	-0.02
56	CO	0.14	0.74	0.03	-0.27	0.34	0.61	-0.17	-0.12
57	SAC	0.34	0.03	0.84	0.46	0.04	-0.13	0.3	0.16
58	BFE	0.14	-0.27	0.46	0.83	-0.12	-0.37	0.28	0.01
59	PJM	0.23	0.34	0.04	-0.12	0.81	0.41	-0.05	-0.12
60	TI	-0.01	0.61	-0.13	-0.37	0.41	0.88	-0.31	-0.23
61	VT	0.24	-0.17	0.3	0.28	-0.05	-0.31	0.81	0.29
62	PGOE	-0.02	-0.12	0.16	0.01	-0.12	-0.23	0.29	0.95
63	RAOE	0.14	-0.01	0.24	0.1	0.05	-0.1	0.24	0.68
64	POE	0.18	-0.15	0.31	0.18	-0.06	-0.3	0.39	0.62
65	HROE	0.03	0	0.17	0.11	0.03	-0.13	0.2	0.69
66	OPRO	-0.03	-0.33	0.16	0.28	-0.36	-0.45	0.34	0.33
67	SZ	0.01	0.01	-0.1	0.03	0.07	0.04	-0.23	-0.35
68	ICVS	-0.06	-0.06	-0.03	-0.11	-0.01	0.07	0.01	0.25
69	OU	-0.06	-0.1	0.04	-0.07	-0.1	-0.05	0.16	0.51
70	FLN	0.17	-0.04	0.14	0	0.16	-0.03	0.21	0.38
71	CLN	0.05	0.27	-0.06	-0.25	0.21	0.28	-0.31	-0.1

72	PTN	0.17	-0.16	0.16	-0.05	-0.01	-0.13	0.25	0.11
73	INN	0.17	-0.01	0.08	-0.02	0.22	0.02	0.22	0.16
74	ROB	-0.05	0.07	0.1	0.02	0.14	0.07	0.07	0.13
75	JAUT	0	0.06	0.03	-0.14	0.22	0.2	0.02	0.16
76	JSPC	0.14	0.01	0.06	0.05	0.15	0.01	0.13	0.2
77	OSUP	0.22	-0.26	0.25	0.21	-0.13	-0.38	0.68	0.34
78	CAO	0.24	-0.17	0.34	0.23	0.06	-0.27	0.52	0.17
79	AOE	0.04	-0.35	0.18	0.27	-0.22	-0.49	0.6	0.25
80	ED(O)	-0.05	-0.03	-0.02	0.05	-0.04	-0.21	0.24	0.23
81	PP(O)	-0.12	-0.03	-0.11	-0.05	-0.14	-0.25	0.17	0.31
82	ED(E)	-0.02	0.06	0.03	0.02	-0.06	0.1	-0.12	-0.08
83	PPS(E)	-0.01	-0.13	0.04	0.05	0	-0.16	0.17	0.16

		63	64	65	66	67	68	69	70
	Vari.	RAOE	POE	HROE	OP	SZ	ICVS	OU	FLN
1	ES	0.15	0.04	0.08	-0.13	-0.08	-0.06	-0.03	0.09
2	COR	0	0	-0.02	0.16	-0.04	-0.08	-0.06	-0.14
3	CT	0.01	0.02	-0.04	-0.12	0.01	-0.16	-0.14	-0.11
4	OP	0.07	0.18	0.1	0.02	-0.11	-0.08	0.01	0.15
5	WM	0.1	0.05	0.02	-0.09	0.05	-0.13	-0.13	0.1
6	CV	0.09	0.08	0.05	-0.04	-0.1	-0.07	-0.03	0.07
7	SFP	0.12	0.06	0.13	-0.05	-0.05	-0.12	-0.06	0.11
8	ALT	0	-0.02	0.02	-0.08	-0.05	-0.07	-0.02	0.07
9	SPO	0.02	0.06	-0.01	0.31	0.05	-0.16	-0.13	-0.11
10	INI	0.04	0.1	0.04	-0.04	-0.13	-0.05	-0.01	0.07
11	GC	0.11	0.15	0.01	0.04	0.07	-0.07	-0.06	0.07
12	JEF	0.21	0.25	0.12	-0.06	0.05	-0.06	-0.06	0.24
13	JSIN	0.17	0.11	0.08	0.02	-0.02	-0.11	-0.06	0.06
14	JSIM	0.11	0.07	-0.01	-0.07	0.05	0.06	0.01	0.11
15	JOIM	0.14	0.14	0.06	-0.16	0.01	0.11	0.06	0.17
16	SUFIM	0.08	0.02	0.07	-0.14	-0.03	0.13	0.1	0.27
17	SEFIM	0.15	0.11	0.12	0.05	-0.02	0.01	0.02	0.24
18	APSC	-0.05	-0.02	-0.07	0.09	-0.03	-0.07	-0.07	-0.04
19	IC	-0.02	0.12	-0.06	0.17	-0.04	-0.02	-0.02	0.09
20	PAL	0.03	0.01	0.02	0.06	-0.1	-0.09	-0.04	-0.04
21	RA	0.06	0.05	0.03	0	-0.06	-0.08	-0.05	0.08
22	CPS	0.12	0.13	0.06	0.2	-0.07	-0.05	0	0.12
23	STY	-0.05	-0.05	-0.04	0.02	-0.05	-0.11	-0.08	-0.01
24	GCB	0.13	0.27	0.23	0.27	0.02	-0.09	0.07	-0.03
25	CPU	-0.03	-0.12	-0.18	-0.13	0.08	0.16	0.04	0.07
26	LK	-0.1	-0.18	-0.02	-0.22	-0.09	-0.01	0.01	-0.06
27	AI	-0.29	-0.21	-0.21	-0.09	0.12	0	-0.06	-0.18
28	SO	-0.04	-0.07	-0.05	-0.15	-0.03	0.06	0.08	0.02
29	EFT	-0.4	-0.36	-0.27	-0.25	0.07	-0.12	-0.15	-0.28
30	SPP	0.23	0.2	0.13	-0.01	-0.04	0.02	0.02	0.22
31	PP	0.01	0.11	0.07	0.27	-0.04	-0.12	-0.01	-0.14
32	SEPC	0.09	0.09	0.02	-0.09	0.04	-0.03	-0.1	0.16
33	ACPR	-0.02	-0.07	-0.07	-0.13	0.04	0.05	-0.02	0.27
34	SPFPC	0.13	0.23	0.05	0	0.11	0.05	-0.02	0.31
35	EMPR	0.12	0.16	0.09	0	-0.02	-0.04	-0.04	0.2
36	SKP	0.07	0.09	0	0.25	-0.09	0.06	0.1	-0.02
37	IWRP	0.17	0.16	0.12	0.01	-0.02	0.04	0.04	0.15
38	CP	-0.05	-0.17	-0.06	-0.23	-0.02	0.02	-0.02	0
39	IP	-0.07	-0.22	-0.03	-0.29	0	-0.12	-0.19	0.02
40	EWRP	0.15	0.06	0.15	-0.1	-0.03	0.06	0.07	0.24
41	LP	0.21	0.21	0.14	-0.1	-0.02	0.08	0.06	0.32
42	RP	0.18	0.21	0.13	0	-0.04	-0.04	-0.01	0.18

43	EP	0.21	0.16	0.12	-0.04	0	0.04	0.02	0.24
44	OC	0.06	0.06	-0.01	-0.13	0.03	0.05	0.03	0.25
45	OEOC	0.13	0.13	0.06	-0.05	-0.02	0.14	0.13	0.23
46	FR	0	-0.01	-0.02	-0.12	0.06	0.07	0.02	0.25
47	OESP	0.04	0.05	-0.03	-0.1	-0.03	0.1	0.07	0.26
48	JS	0.46	0.54	0.42	0.41	-0.19	0.12	0.27	0.42
49	RE	0.13	0.13	0.03	0.12	0.04	0.02	-0.03	0.15
50	WR	0.1	0.24	0.23	0.2	-0.2	0.17	0.27	0.15
51	SA	0.06	0.16	0.09	0.33	-0.04	-0.05	0.04	0.01
52	CCC	0.08	0.09	0.12	-0.04	-0.04	0.1	0.14	0.08
53	NC	0.1	0.14	0.03	0.03	-0.03	-0.09	-0.05	0.12
54	OA	0.25	0.33	0.23	0.31	-0.1	0.01	0.11	0.16
55	JE	0.14	0.18	0.03	-0.03	0.01	-0.06	-0.06	0.17
56	CO	-0.01	-0.15	0	-0.33	0.01	-0.06	-0.1	-0.04
57	SAC	0.24	0.31	0.17	0.16	-0.1	-0.03	0.04	0.14
58	BFE	0.1	0.18	0.11	0.28	0.03	-0.11	-0.07	0
59	PJM	0.05	-0.06	0.03	-0.36	0.07	-0.01	-0.1	0.16
60	TI	-0.1	-0.3	-0.13	-0.45	0.04	0.07	-0.05	-0.03
61	VT	0.24	0.39	0.2	0.34	-0.23	0.01	0.16	0.21
62	PGOE	0.68	0.62	0.69	0.33	-0.35	0.25	0.51	0.38
63	RAOE	0.93	0.59	0.72	0.18	-0.2	0.26	0.4	0.41
64	POE	0.59	0.87	0.52	0.39	-0.14	0.15	0.3	0.45
65	HROE	0.72	0.52	0.92	0.16	-0.33	0.12	0.37	0.24
66	OPRO	0.18	0.39	0.16	0.81	-0.03	0.05	0.19	0.17
67	SZ	-0.2	-0.14	-0.33	-0.03	NA	-0.21	-0.58	0
68	ICVS	0.26	0.15	0.12	0.05	-0.21	NA	0.85	0.29
69	OU	0.4	0.3	0.37	0.19	-0.58	0.85	NA	0.26
70	FLN	0.41	0.45	0.24	0.17	0	0.29	0.26	0.83
71	CLN	-0.04	-0.11	-0.09	-0.34	0.14	-0.13	-0.16	-0.01
72	PTN	0.04	0.13	0.06	0.17	-0.1	0.08	0.12	0.21
73	INN	0.19	0.16	0.15	0	0.09	0.01	-0.03	0.36
74	ROB	0.15	0.23	0.08	0.01	0.08	0.04	0.01	0.28
75	JAUT	0.14	0.08	0.2	-0.09	-0.06	0.17	0.17	0.27
76	JSPC	0.28	0.39	0.16	0.04	0.04	0.06	0.04	0.59
77	OSUP	0.28	0.46	0.24	0.36	-0.16	0.06	0.18	0.4
78	CAO	0.23	0.33	0.18	0.23	-0.05	-0.06	0	0.33
79	AOE	0.13	0.31	0.1	0.51	-0.13	0.06	0.17	0.08
80	ED(O)	0.09	0.21	0.18	0.22	-0.12	0.04	0.16	0.19
81	PP(O)	0.1	0.21	0.25	0.23	-0.05	-0.05	0.11	-0.04
82	ED(E)	-0.12	-0.13	-0.12	-0.16	-0.06	-0.07	-0.06	-0.12
83	PPS(E)	0.11	0.17	0.1	0.19	-0.03	0.12	0.16	-0.05

		71	72	73	74	75	76	77	78
	Vari.	CLN	PTN	INN	ROB	JAUT	JSPC	OSUP	CAO
1	ES	0.21	0.07	-0.05	-0.01	-0.05	0.14	0.11	0.17
2	COR	-0.17	0.01	-0.23	-0.12	-0.2	-0.03	0.07	0.07
3	CT	0.09	0.05	-0.07	0	-0.13	0.07	0	0.02
4	OP	0.1	0.2	-0.07	0.02	-0.08	0.17	0.22	0.25
5	WM	0.16	-0.07	0	0.14	0.01	0.24	0	-0.02
6	CV	0.07	0.05	-0.06	-0.05	-0.06	0.08	0.14	0.16
7	SFP	0.05	0.17	0.13	-0.01	0.05	0.07	0.19	0.17
8	ALT	0.26	-0.02	0.02	0.05	0.02	0.11	0.12	0.15
9	SPO	-0.24	0.1	-0.01	-0.16	-0.14	-0.07	0.16	0.11
10	INI	0.08	0.09	-0.03	-0.01	-0.07	0.17	0.15	0.16
11	GC	0.04	-0.01	-0.1	0.05	-0.15	0.14	0.08	0.05
12	JEF	0.1	0.07	0.15	0.19	0	0.25	0.21	0.25
13	JSIN	-0.01	-0.03	-0.11	0.04	-0.09	0.14	0.09	0.15

14	JSIM	0.2	-0.02	0.03	0.18	0.05	0.09	-0.07	-0.08
15	JOIM	0.17	0.03	0.07	0.19	0.05	0.2	0.03	0.07
16	SUFIM	0.15	0.12	0.2	0.09	0.24	0.14	0.01	0.03
17	SEFIM	0.08	0.02	0.13	0.07	0.11	0.18	-0.02	-0.07
18	APSC	-0.24	0.04	-0.11	-0.09	-0.12	0.03	0.16	0.19
19	IC	-0.25	0.04	0.02	-0.04	-0.08	0.09	0.18	0.12
20	PAL	-0.22	0.14	-0.06	-0.08	-0.09	0.04	0.14	0.17
21	RA	-0.03	0.08	0.01	0.1	-0.05	0.04	0.23	0.24
22	CPS	-0.26	0	0.04	0.07	-0.04	0.14	0.24	0.21
23	STY	0.04	0	-0.06	-0.19	0.01	-0.02	0	-0.01
24	GCB	-0.15	0.21	0.06	0.06	0.04	-0.03	0.25	0.16
25	CPU	0.05	0.05	0.13	0.02	0.14	0.01	-0.08	-0.06
26	LK	0.22	-0.08	0.05	-0.06	0.05	-0.06	-0.27	-0.38
27	AI	0.05	-0.09	-0.05	-0.15	0	-0.23	-0.17	-0.24
28	SO	0.21	-0.07	-0.01	-0.06	0.03	-0.03	-0.19	-0.19
29	EFT	0.2	-0.14	-0.09	-0.09	-0.03	-0.24	-0.37	-0.36
30	SPP	-0.01	0	0.11	0.13	0.05	0.16	0.2	0.24
31	PP	-0.2	-0.1	-0.18	-0.12	-0.14	-0.02	0.21	0.12
32	SEPC	0	0.16	0.07	0.14	0.04	0.12	0.05	0.2
33	ACPR	0.18	0.17	0.22	0.19	0.19	0.12	0.01	0.04
34	SPFPC	0.03	0.1	0.23	0.24	0.17	0.28	0.18	0.26
35	EMPR	0.08	0.13	-0.01	0.07	-0.01	0.21	0.08	0.04
36	SKP	-0.29	-0.05	-0.16	-0.06	-0.17	-0.05	0.23	0.14
37	IWRP	0	0.16	0.1	0.06	0.05	0.12	0.13	0.2
38	CP	0.2	0.07	0.03	0.02	0.08	-0.03	-0.12	-0.02
39	IP	0.05	0.2	0.15	-0.02	0.16	-0.12	-0.02	0.13
40	EWRP	0.11	0.13	0.26	0.09	0.37	0.14	0.01	0.11
41	LP	0.1	0.05	0.28	0.3	0.25	0.27	0.09	0.19
42	RP	0.13	0.1	0.08	0.05	0.04	0.18	0.13	0.14
43	EP	0.1	0.11	0.07	0.06	0.03	0.19	0.13	0.2
44	OC	0.26	0.1	0.18	0.2	0.2	0.21	-0.03	-0.01
45	OEOC	0.19	0.03	0.19	0.19	0.28	0.15	0.01	0.02
46	FR	0.19	0.14	0.26	0.13	0.31	0.08	0.08	0.04
47	OESP	0.14	0.19	0.22	0.11	0.26	0.16	0.14	0.16
48	JS	-0.21	0.18	0.18	0.08	0.09	0.24	0.61	0.52
49	RE	-0.21	0.09	0.08	0.09	0	0.11	0.22	0.28
50	WR	-0.11	0.25	0.05	0.05	0.22	0.03	0.3	0.21
51	SA	-0.23	0.16	-0.17	-0.05	-0.11	0.04	0.27	0.2
52	CCC	0.2	-0.09	0.14	-0.04	0.09	-0.01	-0.09	-0.1
53	NC	0.11	0.14	0.1	0.12	0.04	0.11	0.17	0.18
54	OA	-0.23	0.28	0.06	-0.05	-0.01	0.08	0.46	0.43
55	JE	0.05	0.17	0.17	-0.05	0	0.14	0.22	0.24
56	CO	0.27	-0.16	-0.01	0.07	0.06	0.01	-0.26	-0.17
57	SAC	-0.06	0.16	0.08	0.1	0.03	0.06	0.25	0.34
58	BFE	-0.25	-0.05	-0.02	0.02	-0.14	0.05	0.21	0.23
59	PJM	0.21	-0.01	0.22	0.14	0.22	0.15	-0.13	0.06
60	TI	0.28	-0.13	0.02	0.07	0.2	0.01	-0.38	-0.27
61	VT	-0.31	0.25	0.22	0.07	0.02	0.13	0.68	0.52
62	PGOE	-0.1	0.11	0.16	0.13	0.16	0.2	0.34	0.17
63	RAOE	-0.04	0.04	0.19	0.15	0.14	0.28	0.28	0.23
64	POE	-0.11	0.13	0.16	0.23	0.08	0.39	0.46	0.33
65	HROE	-0.09	0.06	0.15	0.08	0.2	0.16	0.24	0.18
66	OPRO	-0.34	0.17	0	0.01	-0.09	0.04	0.36	0.23
67	SZ	0.14	-0.1	0.09	0.08	-0.06	0.04	-0.16	-0.05
68	ICVS	-0.13	0.08	0.01	0.04	0.17	0.06	0.06	-0.06
69	OU	-0.16	0.12	-0.03	0.01	0.17	0.04	0.18	0
70	FLN	-0.01	0.21	0.36	0.28	0.27	0.59	0.4	0.33

71	CLN	0.8	-0.23	-0.04	0.2	-0.04	0.14	-0.26	-0.23
72	PTN	-0.23	0.86	0.08	-0.03	0.16	0	0.19	0.21
73	INN	-0.04	0.08	0.89	0.21	0.35	0.16	0.25	0.23
74	ROB	0.2	-0.03	0.21	0.76	0.11	0.44	0.06	0.06
75	JAUT	-0.04	0.16	0.35	0.11	0.74	0.06	0.01	0.05
76	JSPC	0.14	0	0.16	0.44	0.06	0.79	0.26	0.23
77	OSUP	-0.26	0.19	0.25	0.06	0.01	0.26	0.86	0.7
78	CAO	-0.23	0.21	0.23	0.06	0.05	0.23	0.7	0.84
79	AOE	-0.38	0.24	0.05	-0.09	-0.1	-0.05	0.6	0.5
80	ED(O)	-0.11	0.1	-0.03	-0.03	-0.02	0.09	0.23	0.21
81	PP(O)	-0.1	0.04	-0.04	-0.1	-0.06	-0.01	0.13	0.01
82	ED(E)	0.05	-0.04	-0.02	0.06	-0.07	-0.06	-0.13	-0.17
83	PPS(E)	-0.15	0.1	0.02	-0.06	0.05	-0.09	0.19	0.16

		79	80	81	82	83
	Vari.	AOE	ED(O)	PP(O)	ED(E)	PPS(E)
1	ES	-0.06	0.01	-0.08	-0.04	0.02
2	COR	0.18	0	-0.07	0.06	-0.03
3	CT	-0.11	-0.02	0.02	0.04	-0.01
4	OP	0.04	0.04	-0.05	-0.04	0.02
5	WM	-0.15	-0.1	-0.13	0.1	-0.12
6	CV	0.01	-0.05	-0.14	0.07	-0.11
7	SFP	0.03	-0.03	0	0.05	-0.01
8	ALT	-0.09	-0.06	-0.06	0.13	-0.02
9	SPO	0.26	-0.02	0.07	0.06	0.05
10	INI	0.02	-0.14	-0.21	0.09	-0.06
11	GC	-0.02	0.04	0.07	0.01	0.03
12	JEF	-0.05	-0.03	-0.06	0.04	-0.06
13	JSIN	-0.04	0.06	0.02	0	-0.05
14	JSIM	-0.2	-0.06	-0.09	0.01	-0.13
15	JOIM	-0.07	0.04	-0.03	-0.01	0
16	SUFIM	-0.08	-0.01	-0.21	0.05	-0.24
17	SEFIM	-0.07	-0.02	-0.07	0.07	-0.14
18	APSC	0.18	0.05	-0.07	-0.11	0.12
19	IC	0.15	0.04	0.03	0	0.06
20	PAL	0.26	0.09	-0.01	-0.01	0.08
21	RA	0.14	0.06	-0.1	0.05	-0.09
22	CPS	0.22	0.16	0.03	-0.11	0.1
23	STY	0.03	0.07	-0.02	-0.02	-0.05
24	GCB	0.23	0.12	0.28	-0.1	0.17
25	CPU	-0.13	-0.09	-0.08	0.09	-0.11
26	LK	-0.25	-0.07	-0.12	0.09	-0.16
27	AI	-0.08	-0.01	0.06	-0.04	0
28	SO	-0.17	-0.07	-0.16	0.11	-0.19
29	EFT	-0.27	-0.13	-0.09	0.07	-0.13
30	SPP	0.01	-0.01	-0.16	0.01	-0.05
31	PP	0.32	0.07	0.08	0.02	0.01
32	SEPC	-0.02	-0.05	-0.17	0.04	-0.03
33	ACPR	-0.09	-0.05	-0.07	0.06	-0.15
34	SPFPC	0.02	0.03	-0.05	0.09	-0.01
35	EMPR	-0.05	-0.03	-0.08	0.11	-0.16
36	SKP	0.31	0.03	-0.01	0.13	0
37	IWRP	0.02	0	-0.08	-0.01	0.03
38	CP	-0.12	0.07	-0.02	-0.03	-0.03
39	IP	-0.08	-0.05	-0.15	0.03	-0.06
40	EWRP	-0.12	-0.06	-0.11	-0.01	-0.03
41	LP	-0.09	-0.02	-0.15	-0.05	-0.01

42	RP	-0.03	-0.06	-0.1	0.09	-0.04
43	EP	-0.04	-0.07	-0.2	0.03	-0.04
44	OC	-0.12	0.04	-0.07	-0.01	-0.18
45	OEOC	-0.08	0.03	0.01	-0.07	-0.07
46	FR	-0.12	-0.06	-0.15	0	-0.13
47	OESP	-0.03	-0.05	-0.14	-0.02	-0.06
48	JS	0.46	0.24	0.11	-0.15	0.22
49	RE	0.21	0.09	-0.06	-0.05	0.06
50	WR	0.23	0.09	0.15	-0.02	0.12
51	SA	0.29	0.17	0.12	-0.03	0.1
52	CCC	-0.1	0	0.05	0.01	-0.01
53	NC	0.09	0.03	-0.05	-0.01	0.06
54	OA	0.36	0.12	0.07	-0.1	0.19
55	JE	0.04	-0.05	-0.12	-0.02	-0.01
56	CO	-0.35	-0.03	-0.03	0.06	-0.13
57	SAC	0.18	-0.02	-0.11	0.03	0.04
58	BFE	0.27	0.05	-0.05	0.02	0.05
59	PJM	-0.22	-0.04	-0.14	-0.06	0
60	TI	-0.49	-0.21	-0.25	0.1	-0.16
61	VT	0.6	0.24	0.17	-0.12	0.17
62	PGOE	0.25	0.23	0.31	-0.08	0.16
63	RAOE	0.13	0.09	0.1	-0.12	0.11
64	POE	0.31	0.21	0.21	-0.13	0.17
65	HROE	0.1	0.18	0.25	-0.12	0.1
66	OPRO	0.51	0.22	0.23	-0.16	0.19
67	SZ	-0.13	-0.12	-0.05	-0.06	-0.03
68	ICVS	0.06	0.04	-0.05	-0.07	0.12
69	OU	0.17	0.16	0.11	-0.06	0.16
70	FLN	0.08	0.19	-0.04	-0.12	-0.05
71	CLN	-0.38	-0.11	-0.1	0.05	-0.15
72	PTN	0.24	0.1	0.04	-0.04	0.1
73	INN	0.05	-0.03	-0.04	-0.02	0.02
74	ROB	-0.09	-0.03	-0.1	0.06	-0.06
75	JAUT	-0.1	-0.02	-0.06	-0.07	0.05
76	JSPC	-0.05	0.09	-0.01	-0.06	-0.09
77	OSUP	0.6	0.23	0.13	-0.13	0.19
78	CAO	0.5	0.21	0.01	-0.17	0.16
79	AOE	0.77	0.28	0.17	-0.1	0.15
80	ED(O)	0.28	0.7	0.53	-0.46	0.29
81	PP(O)	0.17	0.53	0.72	-0.34	0.38
82	ED(E)	-0.1	-0.46	-0.34	0.72	-0.6
83	PPS(E)	0.15	0.29	0.38	-0.6	0.75

Note :Vari = Variables, M = Mean, SD = Standard Deviation

ES = Emotional Support, COR = Concern for Organizational Resources, CT = Conservation of Time, OP = Organizational Pride, WM = Work Mindedness, CV = Civic Virtue, SFP = Social and Functional Participation, ALT = Altruism, SPO = Sportsman Spirit, INI = Individual Initiative, GC = Generalized Compliance, JEF = Job Efficacy, JSIN = Job Sincerity, JSIM = Job Specific Impression Management, SUFIM = Supervisory Focused Impression Management, SEFIM = Self-Focused Impression Management, APSC = Assertiveness and Positive Self Concept, IC = Impulse Control, PAL = Positive Attitude about Life, RA = Reality Awareness, CPS = Controlled Problem Solving, STY = Seniority, GCB = Chronological Senior by Good Career, Break, Career Progression and Urbanity, LK = Luck, AI = Action Initiative, SO = Significant Others, EFT = Effort, SPP = Self

Perceived Perception, PPR = Planning Practice, SEPC = Self-Efficacy Perception, ACPR = Access and Catch up Practices, SPFPC = Self Performance Feedback Perception, EMPP = Emotion Management Practice, SKP = Self-Knowledge of Performance, IWRP = Intra-Work Reward Power, CP = Coercive Power, IP = Information Power, EWRP = Extra-Work Reward Power, LP = Legitimate Power, RP = Referent Power, EP = Expert Power, OC = Opinion Conformity, OEPC = Other Enhancement and Opinion Conformity, FR = Favor Rendering, OESP = Other Enhancement and Self Presentation, JS = Job satisfaction, RE = Reputational effectiveness, WR = Work Recognition, SA = Sense of Attachment, CCC = Conditional Continuance Commitment, NC = Normative Commitment, OA = Organizational Attraction, JE = Job Effectiveness, CO = Career Orientation, SAC = Sense of Accomplishment, BFE = Botheration Free Existence, PJM = Perceived Job Mobility, TI = Turnover Intention, VT = Vertical Trust, PGOE = Profit and Growth Oriented Organizational Effectiveness, RAOE = Resource Acquisition related Organizational Effectiveness, HROE = Human Resources Acquisition related Organizational Effectiveness, OPRO = Organizational Productivity, SZ = Organizational Size, ICVS = International Classification Venture Status, OU = Organizational Unit, FLN = Formalization, CLN = Centralization, PTN = Participation, INN = Innovation, ROB = Rule Observation, JAUT = Job Autonomy, JSPC = Job Specificity, OSUP = Organizational Supportiveness, CAO = Caring Attitude of Organization, AOE = Appreciation of Effort, ED (O) = Employee Development (Organization), PP(O) = Pay and Promotion (Organization), ED (E) = Employee Development (Employee), PPS(E) = Pay, Promotion and Security (Employee)

## Appendix D

### *Summary Descriptions of The Six Organizational Units in the Sample*

#### *Organization Unit 1 (OU 1)*

OU 1 is a private sector organization. It could be treated as having high technological sophistication. It was engaged in manufacturing two wheelers (Scooters, motorcycle, and Scooterette). The company was incorporated in 1972 as a private limited company. Earlier, it was involved in synthetic yarn manufacturing machines in technical collaboration with a French company. The company entered the scooter industry in 1982, and was able to gain substantial volume and market share approached 20 per cent by 1990. In 1991-1992 sales slumped from 14000 a month in 1990 to 5000 a month in 1992. Presently company was producing approximately 700-800 vehicles per day at the time data collection. The company is located in one of the industrial city of Uttar Pradesh.

With some modifications in old models and a new model has been launched that raised its market percentage from a mere 7 per cent in 1991-1992 to 26 per cent by the year 1998. The company has launched stringent cost control, JIT approach to inventory management, TQM culture, higher per unit realization and compression of costs helped the company to improve operating profit 64 per cent as compared to previous year.

During the Years Company has done two phases of expansion-cum-diversification project and installed capacity of production of scooters has been increased from 3 *lakh* to 6 *lakh* and 8 *lakh* by the year 2000.

A new line is being laid to manufacture light two wheelers signaling the entry of the company has diversified its production from scooters or scooterette to four-stroke motorcycle. It has launched its bike in the market by the year 2000. The results were not very much encouraging for the company. The company is trying to capture a satisfactory market share in this field. It has technical collaboration with the Daeilem company of Korea.



Presently it employs approximately 6000 employees that include 3321 workers and rests of are supervisors and managers. The organizational chart of the company is as follows--

- Managing Director
- Executive Director
- Senior Vice President
- General Manager
- Deputy General Manager
- Assistant General Manager
- Divisional Manager
- Senior Manager
- Manager
- Deputy Manager/ Assistant manager
- Senior Engineer / Senior Officer
- Engineer / officer
- Supervisor
- Workmen

Thus company comprises 15 hierarchical levels, but anyone from lower hierarchical level can report to the top managers or executives, as pointed by HR manager of the company. There may be direct communication between lower and upper management. It means that company has flexibility levels of hierarchy.

The company comprised the following departments:

- Technical, that comprises Research and development, Projects, Tool design, Quality Control, Tool Development, Tool Room
- Marketing that comprises Marketing, Sales, Customs, Spare Parts
- Personnel and Administration that comprises Personnel, Human resources, Industrial Relation, Administration and Security
- Commercial that comprises Accounts, finance, Costing, IT, Material, Excise, Income tax
- Manufacturing that comprises Production, Maintenance, Utilities and Safety, Corporate Planning

- Management of Information System

All these departments are headed by executive directors, Senior Vice Presidents, General Managers, senior manager etc.

At the time data collection, researcher had faced difficulty in getting the cooperation of the employees due to the lay off process in company, Voluntary Retirement Scheme (VRS). Company hired a consultancy firm for this purpose. Most employees were dissatisfied due to company policy, job insecurity, lower payment, etc. Many senior employees were also laid off in this process. Simultaneously, company was involved in appointing new managers for manufacturing bike. It was giving appointments to new employees at very higher salary.

Overall the company is a traditionally managed organization, which was less democratic (lower participation of employees).

#### *Organization Unit 2 (OU 2)*

OU 2 is a private sector organization. It could also be treated as having high technological sophistication. It was engaged in manufacturing small size two wheelers (Moped, Scooterettes). The company was incorporated in 1986 as a private limited company. Earlier this company was involved in manufacturing the motor cycle like moped, later it has developed several scooter like models. The company is located in one of the industrial city of Uttar Pradesh. The company was able to gain a substantial volume and market share in export the product and in local Indian market by the year 1998. It had got the first prize in exporting the two-wheelers in 1998-1999. The company was producing 350-400 vehicles per day at the time of data collection.

During the years company has done collaboration with an American engine manufacturing company (Briggs and Stratton) in the field of engine assembly. It has separate engine assembly plant within main plant with different autonomous office from the main office of OU 2.

A new line is being laid to manufacture scooterettes. The company has diversified its production from moped like motor cycle to scooterette. It has borrowed technology from Chrysler in producing moped like bike.

Presently it employs approximately 950 employees that include 450 workers and rests of are supervisors and managers. The Organizational chart of the company is as follows--

- Chairmen
- Managing Director
- President
- Vice-President
- Associate Vice President
- Senior General Manager
- General Manager
- Assistant General Manager
- Manager
- Assistant Manager
- Executives /
- Senior Engineer / Senior Officer
- Engineer / officer
- Supervisor
- Workmen

Thus company comprises 15 hierarchical levels. There may be direct communication between lower and upper management. The organizational structure is flexible.

The company comprised the following departments.

- Finance & Accounts
- Personnel & Administration
- Marketing & Sales, Services & Spare Parts
- International Marketing, Exports and Dispatch
- Production, Maintenance, Machine Shop, Vehicle Assembly, Tool Room

- Quality Control
- Material and Purchase
- Stores

All these departments are headed by Vice Presidents, President, General Managers, senior manager etc.

At the time data collection, researcher has received the cooperation of the employees. Even senior managers have given time for data collection work. In comparison to OU 1, the company has stable organizational policy; there were no problems of lay off, insecurity, and participation. The company has a rural touch in welcoming outsiders. The company provided lunch and tea to researcher in courtesy.

### *Organization Unit 3 (OU 3)*

OU 3 is a private sector organization. It is relatively new in technological sophistication after collaborating with a Japanese auto manufacturing firm in 1980's. It was engaged in manufacturing 2 stroke and 4 stroke motor cycles. It is one of the oldest motor -cycle manufacturing plant in India, which was established in 1963 as a private limited company. Earlier this company was involved in manufacturing the two stroke motor cycle, later after collaboration it has started manufacturing four-stroke motor cycles. The plant is situated in one of the best industrial city of Haryana near to New Delhi. The company is lagging behind in market share with its competitor. The company has lost its market share from 14 per cent in 1999-2000 to 7.9 per cent in 2000-01. Presently the company is producing around 400 vehicles per day at the time of data collection.

In recent development, company has sold its share to his Japanese collaborator. Now it has only 26 per cent share in the firm. After collaboration, company has rejuvenated its plants with modern CAM, CNC, and CAD machines. The company has diversified its production from two-stroke motorcycle to four-stroke motorcycles and mopeds.

Presently it employs approximately 2532 employees that include 1523 workers and rest of are supervisors and managers. The Organizational chart of the company is as follows--

- Chairman
- Vice Chairman
- Joint Managing Director
- Executive Director
- Vice President
- Associate Vice President
- Chief General Manager
- General Manager
- Deputy General Manager
- Chief Manager
- Manager
- Assistant Manager
- Junior Manager / Supervisor
- Workmen / Staff

Thus company comprises 14 hierarchical levels. Earlier this Organization has had greater number of hierarchical levels after collaboration it has reduced to only fourteen. The company comprises the following departments.

- Manufacturing, Plant Engineering and Maintenance, Personnel
- Marketing, Sales, Service and exports, Spare Parts
- Product Engineering and Design
- International Marketing, Exports and Dispatch
- Finance and Accounts
- Quality Assurance
- Material and Purchase, Material Development, Stores and Inventory Control
- Corporate Planning

All these departments are headed by Executive Director, Vice Presidents, President, General Managers, senior manager etc.

At the time data collection, researcher has faced problem in getting the cooperation of the employees during the lay off process. The company was doing restructuring as it has lost its share. Japanese were downsizing the company. Now

employees were having a fear of lay off and retrenchment. Earlier this firm has given maximum security, and many employees were working since last 15-25 years. Now they have to leave company.

#### *Organization Unit 4 (OU 4)*

OU 4 is a private sector organization, is the part of OU 3. This plant is technologically sophisticated fully established by Japanese in 1988. It is engaged in manufacturing 2 strokes and 4 stroke motor cycles. It is the part of one of the oldest motor -cycle manufacturing plant in India. This company is manufacturing the several models of two-stroke and four-stroke motor cycle. The company's head office was located in OU 3. The company has lost its market share from 14 per cent in 1999-2000 to 7.9 per cent in 2000-01. This company is fully modern and well equipped with modern machines. But the company could not perform well in the market. The firm was producing around 400 vehicles per day at the time of data collection.

Presently it employs approximately 942 employees that include 632 workers and rests of are staffs, supervisors and managers. The organizational chart of the company is as follows--

- Executive Director
- Associate Vice President / Vice President
- General Manager
- Deputy General Manager
- Chief Manager
- Manager
- Assistant Manager
- Junior Manager / Supervisor
- Workmen / Staff

Thus company comprises 9 hierarchical levels. This organization has more democratic structure. There is little difference between different hierarchical levels. Bottom line supervisor and workers enjoys greater power and authority in company affairs. Even there is no significant difference in terms of payment to workers and

managers. Due to this there is feeling of dissatisfaction and unhappiness with pay package among managers.

The company comprised the following departments.

- Productions / Manufacturing / Operations
- Maintenance and plant engineering
- Material and Purchase,
- Finance and Accounts
- Information Technology
- Quality Assurance

All these departments are headed by Associate Vice Presidents, General Managers, and Chief Manager. There is only one joint executive director for both the plants (OU 3 & OU 4). Each one of them is headed by an Associate Vice President.

At the time data collection, researcher has faced problem in getting the cooperation of executives because of their work pressure. The company was doing restructuring as it has lost its share. Japanese collaborator was reducing the size of the firm. Now employees were having a fear of lay off. Many of their chief managers were leaving the company for much more attractive payment in some other firm. Some of them were hired by OU 1.

#### *Organization Unit 5 (OU 5)*

OU 5 is a private sector organization. It was relatively a new organization, established in 1985 in collaboration with a Japanese auto manufacturing giant. The plant was situated in the Haryana state near to Delhi. It is specialized in manufacturing 4-stroke motor cycle. Before collaboration, this company was involved in manufacturing small size two wheelers (moped and scooterettes), after collaboration it established a separate plant to manufacture four-stroke motor cycles. The company is leading in the field of two wheelers by capturing half of the market. The company has gained market share from 42.4 per cent in 1999-2000 to 47.8 per cent in 2000-01.

In recent development, company has established another plant near to its old plant to manufacture some of its latest and popular models.

Presently it employs approximately 1793 employees that include 1153 workers and 640 are staff, supervisors and managers. The organizational chart of the company is as follows--

- Sr. Vice President
- Vice President
- General Manager
- Deputy General Manager
- Assistant General Manager
- Senior Manager
- Manager
- Deputy Manager
- Assistant manager
- Workmen / Staff

Thus company comprises 10 hierarchical levels. Thus company has more horizontal type of structure. The company is principle and value driven. At the time of data collection, researcher had noted the following values of the company-

- Seiri – Re-organization
- Seiton - Maintenance
- Seiso - Clean Up
- Seiketsu - Cleanliness
- Shitsuke - Proper Attitude

The company was very clean and neat. The production process was very systematic. It is manufacturing 1300-1400 vehicles per day.

The company comprised the following departments.

- Operations, Productions, and Manufacturing,
- Marketing and Sales
- Finance and Accounts
- HRD, Personnel and Administration
- Material and Purchase
- Information Technology
- Tool Engineering, Product Engineering and Research and development



- Quality Assurance

All these departments are headed by Vice Presidents, General Managers, and Deputy General Manager etc.

At the time data collection, researcher has received the cooperation of the employees. The company has stable policy and philosophy. So employees were having no fear of lay off and enjoying the participation and security.

#### *Organization Unit 6 (OU 6)*

OU 6 is a private sector organization and part of OU 5 that was established in 1996 in collaboration with a Japanese auto manufacturing giant. This plant was also situated in the Haryana state near to Delhi. It is specialized in manufacturing 4-stroke motor cycle. It is manufacturing some of the specialized models that could not be manufactured in old plant. The company was leading in 4-stroke category models in the market. The company has gained a substantial market share from 42.4 per cent in 1999-2000 to 47.8 per cent in 2000-01. This plant had been established in addition to older one to speed up the production process. It is manufacturing around 800-900 motor cycle and scooters type bike per day. By combining this figure with OU 5, over all company is manufacturing around 3000 vehicle per day.

Presently it employs approximately 667 employees that include 402 workers and 265 are staff, supervisors and managers. The organizational chart of the company is as follows—

- Sr. Vice President
- Vice President
- General Manager
- Deputy General Manager
- Assistant General Manager
- Senior Manager
- Manager
- Deputy Manager
- Assistant manager
- Workmen / Staff

Thus company comprises 10 hierarchical levels. Thus company has more horizontal type of structure and similar type of principle and values consistent with its parent company. The company was very clean and neat. The production process was very systematic.

The company comprised the following departments.

- Operations, Productions, and Manufacturing,
- Marketing and Sales
- Finance and Accounts
- HRD, Personnel and Administration
- Material and Purchase
- Information Technology
- Tool Engineering, Product Engineering and Research and development
- Quality Assurance

All these departments are headed by Vice Presidents, General Managers, and Deputy General Manager etc.

At the time data collection, researcher has received the cooperation from the employees. The company has stable policy and philosophy. Therefore, employees were having no fear of lay off. They were enjoying participation and security.

## Appendix E

### *Some Insights Based on Researcher's Experiences*

During the course of conducting the study I began with an attempt to contact the HR managers of the concerned organizations. After a small face to face talk with them I could obtain permission to conduct the study. They were able to understand the purpose of my research work clearly. Some of them wanted to have the feedback for their organizations based on my research analysis.

Hence I began my research journey. I had covered four two-wheeler manufacturing organizations located in the northern part of India. Out of these four organizations, two organizations were consisting of two manufacturing units at different location. This meant that the sample finally consisted of six organizational units. Each organization was having its head office in New Delhi. I included two-wheeler organizations in the study owing to certain reasons. Firstly, for developing countries like India, two-wheelers are most popular and efficient source of daily transportation. India is a country with more than 350 million middle class people. Each middle class family has one or two such vehicles. Second, I just wanted to reduce the error variance by limiting myself to two-wheelers industries. Third, two-wheeler organizations were existing in sufficient number in north India. Fourth, by restricting to north India only, I tried to minimize the cultural variance. Fifth, geographically all organizations were not very far away from each other. The organizations were from the following locations: Kanpur (Uttar Pradesh), Ghaziabad (Uttar Pradesh), Surajpur (Uttar Pradesh), Faridabad (Haryana), Dharuhera (Haryana), and Gurgaon (Haryana).

I spent a total of four months in the process of data collection. One of the criteria for choosing the above six plants was that these six plants were geographically close to each other and relatively comparable in their structure and processes. I collected the data through structured interview schedules and also unstructured interview, mostly during office hours; some respondents gave me time even after office hours.

I had collected data from 53 respondents at Kanpur. At this plant, I received average kind of cooperation of the respondents. I had spent a total of 30 days to collect the data. Here, the restructuring process was going on because of the product diversification. It was a large organization. The data I had collected here was used for some preliminary analysis to judge the validity of the items. Some of the items were dropped after the pilot study of further data collection work.

I got maximum cooperation and warm response at Ghaziabad. Here, I had collected data from 56 respondents just within 20 days. They were really cooperative and helping for outsiders. The research analysis also showed that this organization was found to be an effective organization. At Surajpur plant, I received least cooperation of the respondents. I have been able to collect the data from 36 executives after investing more than 25 days.

At Faridabad, it was the parent company of Surajpur plant; this was one of the oldest two-wheeler plants in India. Here employees were working since last ten or fifteen years. After the collaboration, laying off process was started. It was a large organization. Here, people were good in nature and cooperative opposite to their new plant at Surajpur. I collected data from 40 executives just within 20 days.

The Dharuhera and Gurgaon plants were belonging to same parent organization. Both were new plants. They were located near each other. I covered both plants simultaneously. I did not face much problem in data collection. I received good response from 43 and 22 respondents from each plant respectively. I invested 25 days to collect the data here.

I did data collection for three month continuously from May 2000 to July 2000; and in the month of February 2000, I had collected data at Kanpur itself. It was a hectic process that demanded high commitment, effort, and skill. I tried my best to collect the genuine data by giving full liberty to respondents in terms of time. I kept their ease and comfort in my mind. I tried not to bother them too much for my work. They took their own time in getting back to questionnaire. I told them earlier that they would not be benefited directly by it, and they are just helping in a research process.

In this process of data collection, I have been really helped by my relatives and friends. I am highly indebted to them for their cooperation and help for my work. I cannot imagine my data collection work without their cooperation and help.

After the data collection, I felt that most challenging work has been finished. But I was wrong, data entry and data analysis requires high concentration and patience. Each entry demands full commitment and devotion. I was thinking that after data collection, I would be able to finish my analysis and writing work just within a year, but I took double the time. It is the month of August, 2002, when my work has been finished. I realized one thing that during the whole process of research work, one has to put full effort and labor without thinking that any of the stage is less important than other. Each of the stage is well connected with other; the quality work of any stage will depend on the quality of work of prior stage.

I realized during data collection that respondents cooperate honestly if you share your need honestly also. Most respondents enjoyed the process of data collection and even some of them reported that they shared this experience with their family their members. Some of them appreciated my effort in doing the data collection work. They asked me to join them as marketing personnel. Respondents appreciated my hard work and cooperated with me. Generally, I traveled to the plants by their transportation facility. I used to reach the plants as per office hours and leave plant after the office hour mostly. I put 9 to 10 hours a day to collect the data. I used to spend my whole day within the organization and used to take my lunch there. In most organizations, except organization units 1 and 4, I received a good cooperation. They had given lunch coupons and used to serve tea many times. I felt best in organization unit 2, in addition to organization units 3, 5 and 6.

I enjoyed the process. I felt wonderful after getting back each questionnaire. I could not imagine that I would be able to finish this work so early. I used to sit with my respondents during the lunch hours and talk to them about their organizational issues like what is their organizational policy, whether they enjoyed their work or not, how much satisfy with their job etc. One thing I experienced in each organization that there is a *core group* of employees who have been working since the beginning or working for long time and related with organization affectively and cognitively both.

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